

# Memorandum



**Date:**

**March 13, 2007**

**To:**

Honorable Joe A. Martinez, Chairman  
and Members, Budget and Finance Committee

**BFC**

**Agenda Item No. 7(B)**

**From:**

George M. Burgess  
County Manager

A handwritten signature in black ink, appearing to read "G. Burgess", written over the printed name of the County Manager.

**Subject:**

Departmental Budget Presentations

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The budget packages before you reflect the initial submission presented by departments for the FY 2007-08 proposed resource allocation plan. Please keep in mind, as you are reviewing the attached, that these documents are still evolving. As you are aware, the Office of Strategic Business Management (OSBM) is currently in the process of meeting with departments to discuss their proposed submissions and budgetary issues. As the departmental resource allocation meetings continue to take place a more in depth analysis is performed by the OSBM. We are prepared, at the committee's request, to provide updated information for the April committee cycle. In addition, department directors are ready to make a two minute presentation on the packages before you today.

**Attachments**

A handwritten signature in black ink, appearing to read "A. [unclear]", written over the printed name of the Assistant County Manager.

Assistant County Manager

cmo07807

Agenda Item No.

## **Departmental Budget Presentations**

## **Budget and Finance Committee**

## **Audit and Management Services**



# **Audit and Management**

## **STRATEGIC PLANNING PRIORITIES AND BUDGET HIGHLIGHTS**

### **Enabling Strategies**

<b>Desired Outcome</b>	<b>Highlights</b>	<b>Performance Impact</b>
ES1-1: Clearly-defined performance expectations and standards (priority outcome)	Conduct planned audits and follow-up resolutions to assure key audit findings are appropriately and timely addressed; assure timely communication of audit results	Issue at least 40 percent of audit reports within 90 days after fieldwork completion
ES5-2: Retention of excellent employees	Retain existing staff and enhance staff development through on-going professional training	Enhance effectiveness in areas such as oversight, succession planning, and increased audit efficiency; retain sufficiently trained personnel to adequately address significant countywide audit risks; provide at least 40 hours annually of Continuing Professional Education (CPE) training to staff
ES8-1: Sound asset management and financial investment strategies	Conduct audits aimed at operational efficiency and effectiveness in County departments and agencies; produce constructive recommendations that are high-impact, yield dollar savings, foster process improvements, or result in cost avoidance; add two Associate Auditor positions (\$248,000) to provide direct auditing services to Miami-Dade Transit Department (MDT) with funds from MDT, a Deputy Director position (\$122,000) and four additional audit positions (\$300,000) supported by the General Fund to strengthen audit services and to provide greater departmental oversight	Develop an annual work plan focused on cost containment, revenue enhancement, service delivery, statutory and regulatory compliance related reviews; increase the number of issued reports to no less than 42 audit reports in FY 2006-07 from no less than 40 audit reports in FY 2005-06

REPORT 22: MARCH COMMITTEE REPORT (Revised)

Department: Audit and Management Services

(\$ in 000s)

Department-wide Issues

- 1 Additional Office Space requested from Core. When all vacant positions are filled during FY'06-07, AMS will need additional office space for staff.

Audit Services Issues

- 1 Add 1 audit manager position
- 2 Add five (5) auditor positions in FY 07-08

Administration Issues

- 1 Administrative Officer 1 position
- 2 Add Clerk 1 position

**GENERAL DEPARTMENTAL FINANCIAL SUMMARY**

**Department: Audit and Management Services**

(\$ in 000s)

**A) OPERATING BUDGET - REVENUES AND EXPENDITURES**

		FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base	
<b>REVENUE</b>										
CW	General Fund Countywide	\$1,241	\$1,307	\$2,192	\$2,179	\$2,599	\$3,384	\$3,384	\$3,638	
UMSA	General Fund UMSA	\$668	\$704	\$1,181	\$1,026	\$1,114	\$1,449	\$1,449	\$1,558	
INTERTRNF	Carryover	\$1,026	\$87	\$25	\$33	\$0	\$0	\$0	\$0	
INTERTRNF	Fees for Services	\$1,000	\$2,000	\$1,008	\$1,210	\$1,210	\$1,458	\$1,458	\$1,510	
<b>TOTAL REVENUE</b>		<b>\$3,935</b>	<b>\$4,098</b>	<b>\$4,406</b>	<b>\$4,448</b>	<b>\$4,923</b>	<b>\$6,291</b>	<b>\$6,291</b>	<b>\$6,706</b>	
<b>EXPENDITURES</b>										
	Salary	\$2,968	\$3,133	\$3,264	\$3,418	\$3,498	\$4,468	\$4,437	\$4,708	0
	Overtime Salary	\$0	\$1	\$2	\$1	\$0	\$2	\$2	\$2	
	Fringe	\$691	\$704	\$810	\$815	\$884	\$1,176	\$1,146	\$1,295	0
	Overtime Fringe	0	0	0	0	0	0	0	0	
	Other Operating	\$143	\$196	\$260	\$183	\$497	\$595	\$636	\$654	
	Capital	\$46	\$39	\$37	\$31	\$44	\$50	\$50	\$47	0
<b>TOTAL OPERATING EXPENDITURES</b>		<b>\$3,848</b>	<b>\$4,073</b>	<b>\$4,373</b>	<b>\$4,448</b>	<b>\$4,923</b>	<b>\$6,291</b>	<b>\$6,271</b>	<b>\$6,706</b>	
	Debt Services	0	0	0	0	0	0	0	0	
	Reserves	0	0	0	0	0	0	0	0	
	Transfers	0	0	0	0	0	0	0	0	
	Other Non-Operating	0	0	0	0	0	0	0	0	
<b>TOTAL NON OPERATING EXPENDITURES</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>TOTAL EXPENDITURES</b>		<b>\$3,848</b>	<b>\$4,073</b>	<b>\$4,373</b>	<b>\$4,448</b>	<b>\$4,923</b>	<b>\$6,291</b>	<b>\$6,271</b>	<b>\$6,706</b>	
<b>REVENUES LESS EXPENDITURES</b>		<b>\$87</b>	<b>\$25</b>	<b>\$33</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20</b>	<b>\$0</b>	

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	59	59	54	49	49	56	56	58
Full-Time Positions Filled =	54	52	47	45	46		58	
Part-time FTEs Budgeted =	0	0	0	0	0	0	0	0
Temporary FTEs Budgeted =	0	0	0	0	0	0	0	0

<b>Activity: Administration</b>								
<b>A) OPERATING BUDGET - REVENUES AND EXPENDITURES</b>								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$152	\$175	\$244	\$272	\$209	\$349	\$349	\$358
General Fund UMSA	\$82	\$94	\$132	\$129	\$90	\$149	\$149	\$153
<b>TOTAL REVENUE</b>	<b>\$234</b>	<b>\$269</b>	<b>\$376</b>	<b>\$401</b>	<b>\$299</b>	<b>\$498</b>	<b>\$498</b>	<b>\$511</b>
<b>EXPENDITURES</b>								
Salary	\$191	\$219	\$302	\$313	\$234	\$386	\$357	\$387
Overtime Salary	\$0	\$1	\$2	\$1	\$0	\$2	\$2	\$2
Fringe	\$43	\$49	\$72	\$87	\$65	\$110	\$99	\$122
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	0	0	0	0	0	0	0	0
Capital	0	0	0	0	0	0	0	0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$234</b>	<b>\$269</b>	<b>\$376</b>	<b>\$401</b>	<b>\$299</b>	<b>\$498</b>	<b>\$458</b>	<b>\$511</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$234</b>	<b>\$269</b>	<b>\$376</b>	<b>\$401</b>	<b>\$299</b>	<b>\$498</b>	<b>\$458</b>	<b>\$511</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$40</b>	<b>\$0</b>

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	6	6	6	6	6	6	6	7
Full-Time Positions Filled =	6	6	6	6	5		7	
Part-time FTEs Budgeted =	0	0	0	0	0	0	0	0
Temporary FTEs Budgeted =	0	0	0	0	0	0	0	0

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
1	Administrative Officer 1	43	19	0	62	45	17	0	0	Yes	No	1	ES5-2

COMMENTS/JUSTIFICATION: The position will provide assistance to professional staff in performing quality control reviews, assuring compliance with department and industry standards, and serve as a resource in developing the writing skills of professional staff.

2	Add Clerk 1 position	18	8	0	26	18	8	0	0	No	No	1	ES5-2
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COMMENTS/JUSTIFICATION: The position will facilitate completion and timeliness of tasks performed by the administrative support staff.

**Activity: Audit Services****A) OPERATING BUDGET - REVENUES AND EXPENDITURES**

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base	
<b>REVENUE</b>									
General Fund Countywide	\$1,089	\$1,132	\$1,948	\$1,907	\$2,390	\$3,035	\$3,035	\$3,280	
General Fund UMSA	\$586	\$610	\$1,049	\$897	\$1,024	\$1,300	\$1,300	\$1,405	
Carryover	\$1,026	\$87	\$25	\$33	\$0	\$0	\$0	\$0	
Fees for Services	\$1,000	\$2,000	\$1,008	\$1,210	\$1,210	\$1,458	\$1,458	\$1,510	
<b>TOTAL REVENUE</b>	<b>\$3,701</b>	<b>\$3,829</b>	<b>\$4,030</b>	<b>\$4,047</b>	<b>\$4,624</b>	<b>\$5,793</b>	<b>\$5,793</b>	<b>\$6,195</b>	
<b>EXPENDITURES</b>									
Salary	\$2,777	\$2,914	\$2,962	\$3,105	\$3,264	\$4,082	\$4,080	\$4,321	
Overtime Salary	0	0	0	0	0	0	0	0	
Fringe	\$648	\$655	\$738	\$728	\$819	\$1,066	\$1,047	\$1,173	
Overtime Fringe	0	0	0	0	0	0	0	0	
Other Operating	\$143	\$196	\$260	\$183	\$497	\$595	\$636	\$654	0
Capital	\$46	\$39	\$37	\$31	\$44	\$50	\$50	\$47	0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$3,614</b>	<b>\$3,804</b>	<b>\$3,997</b>	<b>\$4,047</b>	<b>\$4,624</b>	<b>\$5,793</b>	<b>\$5,813</b>	<b>\$6,195</b>	
Debt Services	0	0	0	0	0	0	0	0	
Reserves	0	0	0	0	0	0	0	0	
Transfers	0	0	0	0	0	0	0	0	
OthNonOper	0	0	0	0	0	0	0	0	
<b>TOTAL EXPENDITURES</b>	<b>\$3,614</b>	<b>\$3,804</b>	<b>\$3,997</b>	<b>\$4,047</b>	<b>\$4,624</b>	<b>\$5,793</b>	<b>\$5,813</b>	<b>\$6,195</b>	
<b>REVENUES LESS EXPENDITURES</b>	<b>\$87</b>	<b>\$25</b>	<b>\$33</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$-20</b>	<b>\$0</b>	



B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	53	53	48	43	43	50	50	51
Full-Time Positions Filled =	48	46	41	39	41		51	
Part-time FTEs Budgeted =	0	0	0	0	0	0	0	0
Temporary FTEs Budgeted =	0	0	0	0	0	0	0	0

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Issue draft report within 90 days of fieldwork completion.	N/A	N/A	52%	77%	66%	40%	40%	50%	ES1-1
Comments/Justification:									
Amount collected from assessments (in thousands)*	N/A	\$421	\$2,356	\$6,909	5,488	\$1,500	\$1,800	\$1,500	ES8-1
Comments/Justification:									
Amount identified from assessments (in thousands)*	N/A	\$2,751	\$17,644	\$12,820	5,700	\$4,000	\$6,300	\$4,000	ES8-1
Comments/Justification:									
Number of audits resulting in financial impact	N/A	22	17	11	14	7	14	10	ES8-1
Comments/Justification:									
Complete 40 audit reports during the fiscal year.	53	75	52	35	35	42	42	45	ES8-1
Comments/Justification:									
Provide 40 hours of Continuing Professional Education annually.	108	120	64	52	118	40	40	40	ES5-2
Comments/Justification:									

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
1	Audit Manager	101	43	0	144	106	38	0	0	Yes	Yes	1	ES8-1

COMMENTS/JUSTIFICATION: The positions will enhance the Department's ability to address significant audit and control risks throughout the County.

2	Add five auditor positions in FY 07-08	281	120	0	401	296	84	13	8	No	No	5	ES8-1
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COMMENTS/JUSTIFICATION: The positions will enhance the Department's ability to address significant audit and control risks throughout the County and increase the number of high risk audits that can be completed by at least 5.

**PAYMENTS TO AND FROM OTHER DEPARTMENTS**

**Department: Audit and Management Services**

(\$ in 000s)

**PAYMENTS TO BE MADE TO OTHER DEPARTMENTS FROM AUDIT AND MANAGEMENT SERVICES**

Department(to)	Reason and Source	Confirmed?	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
Total Transfer to other Departments										

**PAYMENTS TO BE MADE FROM OTHER DEPARTMENTS TO AUDIT AND MANAGEMENT SERVICES**

Department(from)	Reason and Source	Confirmed?	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
Aviation	Fees for audit services	No	\$400	\$400	\$400	\$440	\$440	\$440	\$440	\$440
Water and Sewer	Fees for audit services	No	\$400	\$400	\$400	\$440	\$440	\$440	\$440	\$440
Seaport	Fees for audit services	No	\$100	\$200	\$100	\$110	\$110	\$110	\$110	\$110
Housing Agency	Fees for audit services	No	\$100	\$100	\$100	\$110	\$110	\$110	\$110	\$110
Solid Waste Management	Fees for audit services	No	\$0	\$0	\$0	\$110	\$110	\$110	\$110	\$110
Vizcaya Museum and Gardens	Fees for audit services	No	\$0	\$0	\$8	\$0	\$0	\$0	\$0	\$0
Non-Departmental	Fees for audit services - Administrative Officer of the Courts	No	\$0	\$50	\$0	\$0	\$0	\$0	\$0	\$0
Non-Departmental	Tax Recoveries - Sprint and Nextel Communications audits	No	\$0	\$850	\$0	\$0	\$0	\$0	\$0	\$0
Transit	Fees for audit services	No	\$0	\$0	\$0	\$0	\$0	\$248	\$248	\$300
Total Transfer from other Departments			\$1,000	\$2,000	\$1,008	\$1,210	\$1,210	\$1,458	\$1,458	\$1,510

may include capital funds as well

SELECTED LINE ITEM HIGHLIGHTS  
Department: Audit and Management Services

(\$ in 000s)

Line Item Highlight	Subobject(s)	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Submission
Rent	25511	\$0	\$0	\$0	\$0	\$224	\$255	\$285	\$300
Employee Overtime Costs	00160	\$0	\$1	\$2	\$1	\$0	\$2	\$2	\$2
Contract Temporary Employee Costs	21510	\$0	\$-13	\$0	\$12	\$19	\$19	\$24	\$10
Travel Costs	31210/211/215/220	\$9	\$5	\$3	\$11	\$5	\$13	\$12	\$13
In-Service Training	32010	\$5	\$82	\$27	\$38	\$67	\$89	\$89	\$89

CAPITAL FUNDED REQUESTS REVENUE SUMMARY												
(\$ in 000s)												
2007-08 Proposed Capital Budget and Multi-Year Capital Plan												
DEPARTMENT:		Audit and Management Services										
		2006-07	PRIOR	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	FUTURE		TOTAL
Other County Sources												
	Capital Outlay Reserve	0	15	123	0	0	0	0	0	0		138
	Total:	0	15	123	0	0	0	0	0	0		138
	Department Total:	0	15	123	0	0	0	0	0	0		138

## CAPITAL FUNDED REQUESTED EXPENDITURE SUMMARY

(\$ in 000s)

## 2007-08 Proposed Capital Budget and Multi-Year Capital Plan

## Enabling Strategies

	PRIOR	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	FUTURE	TOTAL
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## Equipment Acquisition

FURNITURE ACQUISITION	15	71	0	0	0	0	0	0	86
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## Telecommunications Equipment

DESIGN AND INSTALLATION OF TELECOMMUNICATION EQUIPMENT IN ADDITIONAL SPACE	0	52	0	0	0	0	0	0	52
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Department Total:	15	123	0	0	0	0	0	0	138
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## **Business Development**



# **Business Development**

## **STRATEGIC PLANNING PRIORITIES AND BUDGET HIGHLIGHTS**

### **Economic Development And Enabling Strategies**

<b>Desired Outcome</b>	<b>Highlights</b>	<b>Performance Impact</b>
ED1-9: Improved access to capital for small and minority businesses linked to meaningful technical assistance	Continue to provide small businesses with management and technical, bonding, and financial assistance through outreach activities that include an annual conference, workshops, seminars, and various training opportunities	Conduct 50 outreach activities to recruit and maintain participation of firms in the County's small business programs, resulting in increased participation in County contracts
ED4-2: Customer-friendly environment for regulated businesses and entities doing business with Miami-Dade County (priority outcome)	Continue to monitor CSBE, CBE, and SBE programs, including site visits, to ensure compliance with all applicable small business ordinances for County contracts with goals and measures; proactively meet with firms awarded County contracts to reduce the number of repeat violations	Conduct comprehensive audits of construction, procurement, and architectural and engineering projects to ensure compliance and perform site visits to verify mandated participation and wage compliance; the quantity of activities performed will be determined upon completion of an in-house process review
ES3-2: Full and open competition	Certify and re-certify small business enterprises desiring to conduct business with the County in an efficient and expedited manner	Achieve an average turnaround time of 20 days for first time certifications and maintain an average of 12 days for all re-certifications
ES3-2: Full and open competition	Continue to analyze procurement, architectural and engineering, and construction contracts to apply CSBE, Local Development Business (LDB), CBE, SBE, and CWP goals and measures, as applicable	Maintain an average of seven days to analyze construction contracts for goals and measures, an average of six days to analyze goods and services contracts for goals and measures, and an average of 12 days to analyze architectural and engineering contracts for goals and measures
ES5-4: Workforce skills to support County priorities (e.g. leadership, customer service, fiscal problem-solving technology, etc.)	Continue to develop training opportunities and workshops to provide employees with increased proficiencies in customer service, compliance monitoring, and department unity	Conduct 25 in-house workshops and enhancement training sessions for departmental staff

REPORT 22: MARCH COMMITTEE REPORT (Revised)

Department: Business Development

(\$ in 000s)

Department-wide Issues

N/A

Administration Issues

- 7 Develop and implement an Employee Recognition Program
- 1 Reorganization of specific divisions to provide better coordination in the delivery of services

Contract Compliance Issues

- 4 Continued non-compliance with the Living Wage Ordinance discussion with Miami-Dade Aviation Department
- 5 Community Workforce Program - Commissioner Rolle

Contract Review and Analysis Issues

- 6 Educate customers about the Review Committee (RC) process

Management Information Systems Issues

- 3 Sr.Programming/analyst position

Promote the Growth of Small Firms Issues

- 8 Implement industry-related training to staff
- 9 Develop partnership with Financial Institution to provide long term financing for small firms

Certification Issues

- 2 Revamping of certification process

GENERAL DEPARTMENTAL FINANCIAL SUMMARY									
Department: Business Development									
(\$ in 000s)									
A) OPERATING BUDGET - REVENUES AND EXPENDITURES									
		FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE									
CW	General Fund Countywide	\$1,286	\$967	\$949	\$911	\$1,467	\$5,077	\$5,077	\$5,295
UMSA	General Fund UMSA	\$0	\$0	\$0	\$0	\$624	\$2,197	\$2,197	\$2,271
PROP	Carryover	\$3	\$33	\$249	\$628	\$0	\$0	\$0	\$0
PROP	Contract Monitoring Fees	\$0	\$0	\$0	\$0	\$0	\$1,500	\$1,500	\$1,370
INTERTRNF	Capital Working Fund	\$3,274	\$5,191	\$6,285	\$7,752	\$6,180	\$0	\$0	\$0
INTERTRNF	Certification Fees	\$0	\$49	\$45	\$38	\$36	\$0	\$0	\$0
TOTAL REVENUE		\$4,563	\$6,240	\$7,528	\$9,329	\$8,307	\$8,774	\$8,774	\$8,936
EXPENDITURES									
	Salary	\$3,061	\$4,549	\$4,606	\$5,147	\$5,308	\$5,795	\$5,603	\$5,913
	Overtime Salary	0	0	0	0	0	0	0	0
	Fringe	\$732	\$353	\$1,184	\$1,336	\$1,499	\$1,675	\$1,636	\$1,791
	Overtime Fringe	0	0	0	0	0	0	0	0
	Other Operating	\$684	\$1,021	\$1,051	\$1,192	\$1,462	\$1,234	\$1,142	\$1,163
	Capital	\$54	\$68	\$59	\$31	\$38	\$70	\$61	\$69
TOTAL OPERATING EXPENDITURES		\$4,531	\$5,991	\$6,900	\$7,706	\$8,307	\$8,774	\$8,442	\$8,936
	Debt Services	0	0	0	0	0	0	0	0
	Reserves	0	0	0	0	0	0	0	0
	Transfers	0	0	0	0	0	0	0	0
	Other Non-Operating	0	0	0	0	0	0	0	0
TOTAL NON OPERATING EXPENDITURES		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENDITURES		\$4,531	\$5,991	\$6,900	\$7,706	\$8,307	\$8,774	\$8,442	\$8,936
REVENUES LESS EXPENDITURES		\$32	\$249	\$628	\$1,623	\$0	\$0	\$332	\$0

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	71	105	105	102	96	101	98	98
Full-Time Positions Filled =	64	87	92	88	89		0	
Part-time FTEs Budgeted =	0	0	0	0	0	0	0	0
Temporary FTEs Budgeted =								

**Activity: Administration****A) OPERATING BUDGET - REVENUES AND EXPENDITURES**

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base

**REVENUE**

General Fund Countywide	\$880	\$606	\$480	\$425	\$271	\$1,104	\$1,104	\$1,162
General Fund UMSA	\$0	\$0	\$0	\$0	\$32	\$474	\$474	\$498
Carryover	\$3	\$33	\$249	\$628	\$0	\$0	\$0	\$0
Capital Working Fund	\$807	\$1,201	\$1,507	\$2,388	\$1,519	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$1,690</b>	<b>\$1,840</b>	<b>\$2,236</b>	<b>\$3,441</b>	<b>\$1,822</b>	<b>\$1,578</b>	<b>\$1,578</b>	<b>\$1,660</b>

**EXPENDITURES**

Salary	\$1,150	\$908	\$851	\$965	\$946	\$1,078	\$1,047	\$1,141
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$272	\$96	\$209	\$241	\$239	\$243	\$263	\$313
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$230	\$530	\$547	\$612	\$637	\$257	\$192	\$206
Capital	\$22	\$57	\$1	\$0	\$0	\$0	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$1,674</b>	<b>\$1,591</b>	<b>\$1,608</b>	<b>\$1,818</b>	<b>\$1,822</b>	<b>\$1,578</b>	<b>\$1,502</b>	<b>\$1,660</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$1,674</b>	<b>\$1,591</b>	<b>\$1,608</b>	<b>\$1,818</b>	<b>\$1,822</b>	<b>\$1,578</b>	<b>\$1,502</b>	<b>\$1,660</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$16</b>	<b>\$249</b>	<b>\$628</b>	<b>\$1,623</b>	<b>\$0</b>	<b>\$0</b>	<b>\$76</b>	<b>\$0</b>

B) POSITIONS							
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection
Full-Time Positions Budgeted =	18	19	18	15	12	13	13
Full-Time Positions Filled =	16	15	15	12	12		0
Part-time FTEs Budgeted =	0	0	0	0	0	0	0
Temporary FTEs Budgeted =							

## D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Number of in-house & external employee training & workshops.	N/A	N/A	25	25	35	25	35	36	ES5-2

**Comments/Justification:** Workshops/trainings target both supervisory staff and all staff in areas that are needed or are required for employee enhancement (work/personal) and in the delivery of services. The number projected has increased because DBD's HR Unit has instituted several workshop series that cover different components under the same topic (i.e. Wellness Week - each day a different focus (Managing Stress; Blood Pressure; Nutrition; Massage Therapy and Aerobics). Surveys are conducted after each workshop. Workshops include: Wellness Week (All employees) Safety Training (Field Staff) Time Management (All staff) Making Meetings Work (Supervisory Staff) Highly Effective Teams (All staff) Project Management (Supervisory Staff) 1st Quarter FY2006-07 Africanized Honey Bee Training (Field Staff) Employee Support Services (Management Staff) Business Writing (All Staff) Admin. Time Recording (Secretarial staff) ESS Recognition: 7 Principles for successful employee recognition Survey results assist in knowing where we need to make improvements.

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
1	Additional trainings & workshops.	4	2	0	6	0	0	6	0	No	No	0	ES5-2

COMMENTS/JUSTIFICATION: As a result of prior employee survey, areas of improvement will be addressed by providing specific training and employee improvement workshops & seminars and recognition tools for both recognition and retention purposes.



**Activity: Certification****A) OPERATING BUDGET - REVENUES AND EXPENDITURES**

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$0	\$0	\$0	\$0	\$0	\$337	\$337	\$373
General Fund UMSA	\$0	\$0	\$0	\$0	\$0	\$144	\$144	\$160
Capital Working Fund	\$355	\$251	\$373	\$461	\$421	\$0	\$0	\$0
Certification Fees	\$0	\$49	\$45	\$38	\$36	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$355</b>	<b>\$300</b>	<b>\$418</b>	<b>\$499</b>	<b>\$457</b>	<b>\$481</b>	<b>\$481</b>	<b>\$533</b>
<b>EXPENDITURES</b>								
Salary	\$252	\$225	\$308	\$375	\$320	\$343	\$310	\$357
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$68	\$50	\$84	\$103	\$94	\$107	\$105	\$115
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$35	\$25	\$26	\$21	\$43	\$31	\$58	\$61
Capital	0	0	0	0	0	0	0	0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$355</b>	<b>\$300</b>	<b>\$418</b>	<b>\$499</b>	<b>\$457</b>	<b>\$481</b>	<b>\$473</b>	<b>\$533</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$355</b>	<b>\$300</b>	<b>\$418</b>	<b>\$499</b>	<b>\$457</b>	<b>\$481</b>	<b>\$473</b>	<b>\$533</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8</b>	<b>\$0</b>

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Turnaround time to process re-certification applications for small businesses	12	12	12	12	12	12	12	12	ED4-2
<b>Comments/Justification:</b> Number of days to process recertification applications for small businesses.									
Turnaround time to process new certification applications for small businesses	18	22	23	18	20	20	18	20	ED4-2
<b>Comments/Justification:</b> Number of days to process new certification applications for small businesses. Increase in the number of days allows for the influx of applicants under the SBE program(procurement) as well as the added step of an office visit in the review process.									

Activity: Contract Compliance								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$182	\$120	\$217	\$219	\$225	\$355	\$355	\$372
General Fund UMSA	\$0	\$0	\$0	\$0	\$106	\$152	\$152	\$160
Carryover	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Monitoring Fees	\$0	\$0	\$0	\$0	\$0	\$1,500	\$1,500	\$1,370
Capital Working Fund	\$606	\$985	\$1,226	\$1,271	\$1,336	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$788</b>	<b>\$1,105</b>	<b>\$1,443</b>	<b>\$1,490</b>	<b>\$1,667</b>	<b>\$2,007</b>	<b>\$2,007</b>	<b>\$1,902</b>
<b>EXPENDITURES</b>								
Salary	\$538	\$1,047	\$1,092	\$1,125	\$1,169	\$1,500	\$1,246	\$1,416
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$127	\$0	\$305	\$334	\$372	\$474	\$469	\$454
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$108	\$58	\$46	\$31	\$126	\$33	\$33	\$32
Capital	\$10	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$783</b>	<b>\$1,105</b>	<b>\$1,443</b>	<b>\$1,490</b>	<b>\$1,667</b>	<b>\$2,007</b>	<b>\$1,748</b>	<b>\$1,902</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$783</b>	<b>\$1,105</b>	<b>\$1,443</b>	<b>\$1,490</b>	<b>\$1,667</b>	<b>\$2,007</b>	<b>\$1,748</b>	<b>\$1,902</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$5</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$259</b>	<b>\$0</b>

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	20	29	29	28	28	32	28	28
Full-Time Positions Filled =	17	27	28	25	22			
Part-time FTEs Budgeted =	0	0	0	0	0	0	0	0
Temporary FTEs Budgeted =								

**D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)**

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Number of annual site visits conducted for County construction and procurement projects awarded with small business, wage and workforce requirements to ensure each project is visited at least once per month.	N/A	3,324	5,173	4,531	4001	4,320	3,600	3,600	ED4-2

**Comments/Justification:** CRC currently monitors 606 contracts. Site visits (SV) are required on 479 projects with work sites to ensure small businesses meeting measures are working on site, to confirm employees are receiving required wages, and to verify that employees meeting workforce goals are on site. SV are not conducted for the 106 A/E professional service agmts or for 21 routine maintenance contracts where work orders are issued on an as needed basis. In previous FY, officers were required to conduct 9 SV/wk. It was found that while these goals were met, every active project was not visited regularly. For FY 06/07 the SV measure was modified to require every active construction project (231) is visited at least 1/month (9 officers). For procurement type contracts the goal is 1 SV/QTR/project (207) based on current staffing levels (3 officers) and that there is only one wage rate for all employees. The goal for FY 06/07 is the # of active projects in Oct 06 multiplied by 12 mos for construction and by 4 for procurement.

Number of Comprehensive Audits of contracts with small business participation requirements	N/A	N/A	32%	80%	159	n/a	128	100	ED4-2
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**Comments/Justification:** Future reporting will be in the number of audits instead of in percentages. County requires 10% of annual expenditures for A/E, construction and goods & services is expended with certified small businesses (SB). CRC ensures that SBs are fully utilized and promptly paid. Goal is to comprehensively audit each contract once per the life of contract. A Comp. Audits requires 1)interviews of employees of each SB; 2) review of SB utilization reports that indicate amounts requisitioned/paid to SBs 3) letters to SB confirming payments 4) review of invoices & cancelled checks that verify payments to SBs; 5) input from County PMs; 6) investigations of discrepancies. Comp. audits do not replace regular monitoring activities of site visits, monthly reviews of utilization reports, investigating prompt payment or utilization complaints, or mediation mtgs. In previous FY, goal was to comp. audit every project once per year which did not allow staff time to follow-up on issues/complaints. For FY 06/07 the goal was projected based on the active projects not previously audited as of Oct.'06 and will be adjusted as new awards are rec'd.

Number of Comprehensive audits of projects with minimum wage requirements	N/A	N/A	32%	80%	223	n/a	300	250	ED4-2
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**Comments/Justification:** Future reporting will be in the number of audits instead of in percentages. County requires 10% of annual expenditures for A/E, construction and goods & services is expended with certified small businesses (SB). CRC ensures that SBs are fully utilized and promptly paid. Goal is to comprehensively audit each contract once per the life of contract. A Comp. Audits requires 1)interviews of employees of each SB; 2) review of SB utilization reports that indicate amounts requisitioned/paid to SBs 3) letters to SB confirming payments 4) review of invoices & cancelled checks that verify payments to SBs; 5) input from County PMs; 6) investigations of discrepancies. Comp. audits do not replace regular monitoring activities of site visits, monthly reviews of utilization reports, investigating prompt payment or utilization complaints, or mediation mtgs. In previous FY, goal was to comp. audit every project once per year which did not allow staff time to follow-up on issues/complaints. For FY 06/07 the goal was projected based on the active project as of Oct.'06 and will be adjusted as new awards are rec'd.

**Activity: Contract Review and Analysis****A) OPERATING BUDGET - REVENUES AND EXPENDITURES**

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$0	\$103	\$96	\$100	\$177	\$750	\$750	\$821
General Fund UMSA	\$0	\$0	\$0	\$0	\$83	\$321	\$321	\$352
Carryover	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Working Fund	\$537	\$586	\$705	\$912	\$821	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$537</b>	<b>\$689</b>	<b>\$801</b>	<b>\$1,012</b>	<b>\$1,081</b>	<b>\$1,071</b>	<b>\$1,071</b>	<b>\$1,173</b>
<b>EXPENDITURES</b>								
Salary	\$366	\$664	\$610	\$789	\$821	\$821	\$926	\$878
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$87	\$0	\$160	\$205	\$229	\$236	\$234	\$275
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$73	\$25	\$31	\$18	\$31	\$14	\$22	\$20
Capital	\$7	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$533</b>	<b>\$689</b>	<b>\$801</b>	<b>\$1,012</b>	<b>\$1,081</b>	<b>\$1,071</b>	<b>\$1,182</b>	<b>\$1,173</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$533</b>	<b>\$689</b>	<b>\$801</b>	<b>\$1,012</b>	<b>\$1,081</b>	<b>\$1,071</b>	<b>\$1,182</b>	<b>\$1,173</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$4</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$-111</b>	<b>\$0</b>

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	17	18	18	16	15	15	16	16
Full-Time Positions Filled =	17	13	13	15	15			
Part-time FTEs Budgeted =	0	0	0	0	0	0	0	0
Temporary FTEs Budgeted =								

**D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)**

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Number of business days to complete construction pre-award compliance reviews	4	4	8	7	7	7	6	7	ES1-1
<b>Comments/Justification:</b> Compliance reviews are conducted by DBD to determine a firm's compliance with the CSBE Ordinance for construction projects. It is DBD's goal to complete pre award compliance reviews within seven (7) days. The number of days to complete compliance review is based on the time span from receipt to approval memo issue date and may include investigations, legal opinions and clarification of documents.									
Number of business days to complete goods and services pre-award compliance reviews	9	9	7	3	7	6	7	7	ED4-2
<b>Comments/Justification:</b> Compliance reviews are conducted by DBD to determine a firm's compliance with the CSBE Ordinance for procurement projects. It is DBD's goal to complete pre award compliance reviews within seven (7) days. The number of days to complete compliance review is based on the time span from receipt to approval memo issue date and may include investigations, legal opinions and clarification of documents.									
Number of business days to complete architectural and engineering (A&E)pre-award compliance reviews	14	14	6.5	8	4	12	8	8	ES1-1
<b>Comments/Justification:</b> Compliance reviews are conducted by DBD to determine a firm's compliance with the CSBE Ordinance for A&E projects. It is DBD's goal to complete pre award compliance reviews within eight (8) days. The number of days to complete compliance review is based on the time span from receipt to approval memo issue date and may include investigations, legal opinions and clarification of documents.									
Days to analyze construction, procurement and A&E projects to apply CSBE,SBE,CBE and CWP goals and measures	N/A	7	8	9	9	9	9	9	ES3-1
<b>Comments/Justification:</b> DBD presents projects to the County's Review Committee (RC) of an analysis of small business participation under the CSBE, CBE, CWP and SBE County programs, the RC intern makes recommendations to the Manager and/or the Board of County Commissioners of assigned measures for construction (CSBE), procurement (SBE) and architectural and engineering (CBE) projects and goals for community workforce (CWP) projects. DBD's goal is to analyze all county projects within 9 calendar from received date to RC date.									



E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
1	Conduct two (2) workshops for user departments to explain the County's Review Committee Process	0	0	0	0	0	0	0	0	No	No	0	ED1-1

COMMENTS/JUSTIFICATION:DBD will conduct two workshops for user departments to explain the County's Review Committee process for procurement, construction and architectural and engineering submittals. DBD's approves and recommends measures for construction, procurement and architectural & engineering projects. All departments need to be trained to prepare their submissions.

**Activity: Management Information Systems****A) OPERATING BUDGET - REVENUES AND EXPENDITURES**

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$0	\$0	\$0	\$0	\$0	\$822	\$822	\$797
General Fund UMSA	\$0	\$0	\$0	\$0	\$55	\$353	\$353	\$341
Capital Working Fund	\$523	\$772	\$813	\$924	\$898	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$523</b>	<b>\$772</b>	<b>\$813</b>	<b>\$924</b>	<b>\$953</b>	<b>\$1,175</b>	<b>\$1,175</b>	<b>\$1,138</b>
<b>EXPENDITURES</b>								
Salary	\$357	\$618	\$551	\$662	\$660	\$706	\$680	\$724
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$84	\$0	\$136	\$160	\$197	\$234	\$202	\$229
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$72	\$143	\$68	\$71	\$58	\$165	\$121	\$116
Capital	\$7	\$11	\$58	\$31	\$38	\$70	\$61	\$69
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$520</b>	<b>\$772</b>	<b>\$813</b>	<b>\$924</b>	<b>\$953</b>	<b>\$1,175</b>	<b>\$1,064</b>	<b>\$1,138</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$520</b>	<b>\$772</b>	<b>\$813</b>	<b>\$924</b>	<b>\$953</b>	<b>\$1,175</b>	<b>\$1,064</b>	<b>\$1,138</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$3</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$111</b>	<b>\$0</b>

**B) POSITIONS**

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	7	9	10	12	12	12	12	12
Full-Time Positions Filled =	7	9	10	11	12			
Part-time FTEs Budgeted =	0	0	0	0	0	0	0	0
Temporary FTEs Budgeted =								

**D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)**

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Electronic Design Management System (EDMS) project - Phase 1 Certification Unit	N/A	N/A	10%	10%	15%	25%	25%	50%	ES4-4

**Comments/Justification:** Analyze, design, and develop a library for the imaging system. This will enable DBD to access all files electronically instead of keeping a hard copy of files and documents. This is for one Division out of Five. Percentages represent the different phases of the application (Analyze, Design & Implementation)

Analyze and design handheld Applications	N/A	N/A	N/A	N/A	10%	50%	50%	100%	ES4-5
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**Comments/Justification:** Analyze and design an application where field personnel enter site visits into handheld devices and data is automatically uploaded to the ORACLE database. Percentages represent the different phases of the application (Analyze, Design & Implementation)

Develop and implement New Work History Report	N/A	N/A	N/A	N/A	N/A	50%	50%	100%	ES4-5
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**Comments/Justification:** Analyze, design and develop report to interface with DBD ORACLE system using a new functional specification as per business process changes. Percentages represent the different phases of the application (Analyze, Design & Implementation)

DBD Job Clearinghouse	N/A	N/A	N/A	N/A	N/A	10%	25%	75%	ED1-1
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**Comments/Justification:** Application will capture all job applicants information (i.e. target areas, addresses, skill levels, previous work experience, web access to apply on-line, ec.)for work on county-awarded projects. Percentages represent the different phases of the application (Analyze, Design & Implementation)

On-line Firm Business Profile	N/A	N/A	N/A	N/A	N/A	10%	25%	50%	ED1-1
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**Comments/Justification:** This online firm resume application will allow departments/public to access pertinent information about the firms themselves and county projects that they participate on and will allow firms to promote themselves through the county's website. Percentages represent the different phases of the application (Analyze, Design & Implementation)

Realtime customer-access of the Certification Lists and other Web reports.	N/A	N/A	N/A	N/A	N/A	10%	20%	40%	ED1-1
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**Comments/Justification:** This will allow the public to access certain information on a realtime basis versus weekly updates. (i.e. certification status) Percentages represent the different phases of the application (Analyze, Design & Implementation)

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
2	Sr. Level MIS position	68	30	0	98	75	19	1	3	No	No	1	ES4-5

COMMENTS/JUSTIFICATION: Programming/analyst position will assist current staff to complete service requests on a timely basis without impeding the analysis, design, development and implementation of new systems, applications enhancements and maintenance. The position is needed now to reduce the time and number of continuing enhancements, maintenance, database modifications requests and the development of new applications

**Activity: Promote the Growth of Small Firms****A) OPERATING BUDGET - REVENUES AND EXPENDITURES**

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$224	\$138	\$156	\$167	\$794	\$1,709	\$1,709	\$1,770
General Fund UMSA	\$0	\$0	\$0	\$0	\$348	\$753	\$753	\$760
Capital Working Fund	\$446	\$1,396	\$1,661	\$1,796	\$1,185	\$0	\$0	\$0
Certification Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$670</b>	<b>\$1,534</b>	<b>\$1,817</b>	<b>\$1,963</b>	<b>\$2,327</b>	<b>\$2,462</b>	<b>\$2,462</b>	<b>\$2,530</b>
<b>EXPENDITURES</b>								
Salary	\$398	\$1,087	\$1,194	\$1,231	\$1,392	\$1,347	\$1,394	\$1,397
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$94	\$207	\$290	\$293	\$368	\$381	\$363	\$405
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$166	\$240	\$333	\$439	\$567	\$734	\$716	\$728
Capital	\$8	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$666</b>	<b>\$1,534</b>	<b>\$1,817</b>	<b>\$1,963</b>	<b>\$2,327</b>	<b>\$2,462</b>	<b>\$2,473</b>	<b>\$2,530</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$666</b>	<b>\$1,534</b>	<b>\$1,817</b>	<b>\$1,963</b>	<b>\$2,327</b>	<b>\$2,462</b>	<b>\$2,473</b>	<b>\$2,530</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$4</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$-11</b>	<b>\$0</b>

**B) POSITIONS**

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	9	30	30	31	29	29	29	29
Full-Time Positions Filled =	7	23	26	25	28		0	
Part-time FTEs Budgeted =	0	0	0	0	0	0	0	0
Temporary FTEs Budgeted =								

**D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)**

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Review Affirmative Action Plan Applications for firms with annual revenue <\$5M for approval in compliance with Ordinance 98-30& Resolution 1049-93	N/A	N/A	91%	95%	96%	95%	95%	95%	ES3-2

**Comments/Justification:** All County contractors are required to have an Affirmative Action Plan (AAP) submitted to the County and approved by DBD as a condition of a contract award. Staff will be converting the percentages to actual number of plans reviewed and approved in future reporting.

Review Affirmative Action Plan Applications for firms with annual revenue >\$5M for approval in compliance with Ordinance 98-30& Resolution 1049-93	N/A	N/A	89%	90%	98%	90%	90%	90%	ES3-2
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**Comments/Justification:** Contractors are required to have an AAP submitted and approved by DBD a condition of a contract award. Firms with annual revenue of less than \$5m are eligible for a one year exemption. Staff will be converting the percentages to actual number of plans reviewed and approved in future reporting.

Review of Affirmative Action Plan applications submitted by A&E firms for approval in compliance with Ordinance 82-37.	N/A	N/A	90%	95%	99%	95%	90%	90%	ES3-2
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**Comments/Justification:** A&E firms are not allow to participate in the bidding process or provide professional services to the County without an approved AAP on file with DBD. Staff will be converting the percentages to actual number of plans reviewed and approved in future reporting.

Educate county departments and firms about the AAP, Technical Certification, Pre-Qualification Certification, Contractor Debarment and Anti-Discrimination procedures.	N/A	N/A	3	6	31	20	20	22	ES3-2
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**Comments/Justification:** PSSD will conduct 20 workshops to educate County departments and industry firms to enable them to more accurately utilize the processes available. Prior FY reporting on number of workshops were reported only for AAP and Anti-Discrimination, but henceforth includes all components. The number of actual workshops for FY05-06 were high due to an increase in ad hoc requests from user departments.

Increase the number of firms bonded through staff assistance efforts.	N/A	N/A	N/A	40	3	45	5	7	ED4-2
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**Comments/Justification:** FY 2005-06 numbers capture number of new firms bonded from the inception of the Bonding Program for all years from FY 2001-02 thru FY 2004-05. Actuals for FY 2005-06 are low as a result of severe fluctuations within the market. The budgeted goal for FY 2006-07 is the cumulative number of prior years which will not be reported this way henceforth. The EOY FY 2006-07, as well as, FY 2007-08 projected amounts are correct as it reflects the current year numbers. The goal of this program is to provide assistance to small businesses bidding on County contracts requiring a contract Bid Bond and Payment & Performance Bond. During the 1st quarter DBD contacted and surveyed 299 Construction Small Business Enterprise (CSBE) firms to ascertain their bonding assistance needs. DBD received replies from 46 firms - staff is currently working with each firm in various assistance stages (i.e. preparation of financial statements, compiling project work history, preparing business plans, etc.)

Pre-Qualification (PQC) Applications approved in compliance with AO3-39	N/A	N/A	100%	85%	88%	90%	90%	90%	ED1-1
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**Comments/Justification:** A&E firms are required to be pre-qualified at the time of proposal submission and throughout the duration of awarded contracts. The PCQ program is a consolidated process of AAP, Technical Certification and Vendor Registration requirements. This program ensures that firms maintain their certifications. As part of the certification process, DBD participates in pre-submittal meetings with firms to provide information about technical certification requirements. Staff will be converting the percentages to actual number of plans reviewed and approved in future reporting.

Number of firms assisted with Bonding	N/A	N/A	N/A	N/A	N/A	N/A	19	40	ED1-1
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**Comments/Justification:** DBD staff works one-on-one with each firm in various assistance stages (i.e. preparation of financial statements, compiling project work history, preparing business plans, etc.) with the goal of each firm being able to attain bonding.



Increase the number of firms accessing the Accounting Reimbursement Program.	N/A	N/A	N/A	N/A	4	10	20	30	ED1-1
<b>Comments/Justification:</b> The Accounting Reimbursement Program assists firms with a portion of the cost related to having their financial and tax documents prepared for financial and bonding purposes. CSBE and SBE firms may be eligible to received reimbursement for accounting or business plan services for up to \$1,000. Initial reimbursement limited to one reimbursement per year per CSBE/SBE. Subsequent reimbursements for no more than two years after the initial reimbursement may be limited to \$500 per year per CSBE/SBE. First Qtr FY06-07 ten (10) firms submitted requests for reimbursements. Four (4)firms were approved and payments disbursed, four (4) firms pending and two (2) are pending final paperwork submittal.									

PAYMENTS TO AND FROM OTHER DEPARTMENTS

Department: Business Development

(\$ in 000s)

**PAYMENTS TO BE MADE TO OTHER DEPARTMENTS FROM BUSINESS DEVELOPMENT**

Department(to)	Reason and Source	Confirmed?	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
County Attorney's Office	County Attorney's Office - Legal Services	No	\$0	\$50	\$50	\$60	\$60	\$0	\$0	\$0
Communications	Communications Department - Promotional Spots Program	No	\$0	\$0	\$50	\$50	\$50	\$50	\$50	\$50
Total Transfer to other Departments			\$0	\$50	\$100	\$110	\$110	\$50	\$50	\$50

**PAYMENTS TO BE MADE FROM OTHER DEPARTMENTS TO BUSINESS DEVELOPMENT**

Department (from)	Reason and Source	Confirmed?	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
Performing Arts Center	One(1) Outstationed CC2	No	\$52	\$52	\$65	\$71	\$61	\$0	\$0	\$0
Total Transfer from other Departments			\$52	\$52	\$65	\$71	\$61	\$0	\$0	\$0

may include capital funds as well

SELECTED LINE ITEM HIGHLIGHTS

Department: Business Development

(\$ in 000s)

Line Item Highlight	Subobject(s)	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Submission
Contract Temporary Employee Costs	21510	\$78	\$105	\$70	\$59	\$61	\$50	\$68	\$60
Travel Costs	31210	\$2	\$7	\$2	\$6	\$4	\$7	\$8	\$7
County Attorney's Office - Legal Services	26260	\$0	\$50	\$50	\$60	\$60	\$0	\$0	\$0
Communications Department - Promotional Spots Program	31420	\$0	\$0	\$50	\$50	\$50	\$50	\$50	\$50

## **Commission Auditor**

# REPORT 3: DEPARTMENTAL SUMMARY BY SUB-ACTIVITY

## Department: Board of County Commissioners

(\$ in 000s)

Activity: Office of Commission Auditor

Sub-Activity:

Strategic Area: PF

Fund: 010

A) ISSUES OF THIS ACTIVITY

B) OPERATING BUDGET - REVENUES AND EXPENDITURES									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base	
REVENUE									
CW									
General Fund									
Countywide									
	\$0	\$0	\$588	\$881	\$847	\$1,190	\$1,190	\$1,277	
UMSA									
General Fund									
UMSA	\$0	\$0	\$276	\$414	\$363	\$510	\$510	\$550	
INTERTRNF									
Interagency									
Transfers	\$0	\$0	\$0	\$275	\$275	\$245	\$245	\$245	
TOTAL REVENUE	\$0	\$0	\$864	\$1,570	\$1,485	\$1,945	\$1,945	\$2,072	
EXPENDITURES									
Salary	\$0	\$0	\$42	\$1,016	\$1,050	\$1,450	\$1,388	\$1,523	
Overtime Salary	0	0	0	0	0	0	0	0	
Fringe	\$0	\$0	\$9	\$255	\$332	\$366	\$375	\$421	
Overtime Fringe	0	0	0	0	0	0	0	0	
Other Operating	\$0	\$0	\$85	\$177	\$96	\$120	\$115	\$120	
Capital	\$0	\$0	\$13	\$21	\$7	\$9	\$8	\$8	
TOTAL OPERATING EXPENDITURES	\$0	\$0	\$149	\$1,469	\$1,485	\$1,945	\$1,886	\$2,072	

Debt Services	0	0	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0	0	0
OthnNonOper	0	0	0	0	0	0	0	0	0	0
Intradepartment Transfer	0	0	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$149</b>	<b>\$1,469</b>	<b>\$1,485</b>	<b>\$1,945</b>	<b>\$1,886</b>	<b>\$2,072</b>		
<b>REVENUES LESS EXPENDITURES</b>	\$0	\$0	\$0	\$715	\$101	\$0	\$0	\$59	\$0	\$0
Revenue to the General Fund										

### C) POSITIONS

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	0	0	7	19	19	19	19	19
Full-Time Positions Filled =			1	18	19		19	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

**E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)**

PRIORITY	DESCRIPTION	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES List	COMMENT/ JUSTIFICATION
1	Two - Budget Analyst 3 positions	143	61	0	204	151	43	2	8	No	No	2	ES9-4	Currently, the budget division of the OCA only has three employees (one manager and two Budget Analyst 2s), responsible for reviewing and analyzing the entire County's budget. The division is in need of senior staff to adequately provide proper analysis.
2	One - Senior Legislative Analyst	62	27	0	89	66	18	1	4	No	No	1	ES9-4	Due to the increase in requests by the various commission office, additional staff is needed.

# **REPORT 16: PERFORMANCE INFORMATION BY SUB-ACTIVITY** **Department: Board of County Commissioners** (\$ in 000s)

**Activity:** Office of Commission Auditor

**Sub-Activity:**

**Strategic Area:** PF

**Fund:** 010

## **D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)**

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	DesiredOutcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base BudgetSubmission	
Number of legislative analysis produced during fiscal year (except BCC excess)	N/A	N/A	8 per month	8 per month	8 per month	8 per month	9 per month	9 per month	ES8-1

**Comments/Justification:** Providing meaningful legislative research and analytical analysis to support regular commission, committee, and sub-committee meetings as well as workshops or special meetings of the Commission

Percent of departmental budgets reviewed during the resource allocation process	N/A	N/A	75%	75%	95%	95%	95%	85%	ES8-2
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**Comments/Justification:** Review all departmental budgets, attend resource allocation meetings and meet with departments, OSBM staff and County Manager's staff as necessary during the resource allocation process

Percent of audit projects performed in accordance with adopted work plan	N/A	N/A	50%	50%	60%	100%	100%	100%	ES8-1
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**Comments/Justification:** Conduct audits in accordance to adopted work plan - plan calls for 17 annual audit projects

5



DEPTS	Actual FY 2002-03	Actual FY 2003-04	Actual FY 2004-05	Actual FY 2005-06	Budgeted FY 2006-07	Proposed FY 2007-08
Tourist Dev.	30,000	30,000	30,000	30,000	0	0
Planning and Zoning	16,500	17,000	17,000	17,000	17,000	17,000
DERM	16,500	17,000	17,000	17,000	17,000	17,000
WASD	16,500	17,000	17,000	17,000	17,000	17,000
Solid Waste	16,500	17,000	17,000	17,000	17,000	17,000
Housing Agency	10,000	11,000	11,000	11,000	11,000	11,000
OCED	10,000	4,000	4,000	4,000	4,000	4,000
Empowerment Zone		10,000	10,000	10,000	10,000	10,000
Finance	16,000	16,000	16,000	16,000	16,000	16,000
Consumer	10,000	11,000	11,000	11,000	11,000	11,000
Seaport	30,000	32,000	32,000	32,000	32,000	32,000
Building	30,000	31,000	31,000	31,000	31,000	31,000
BCCo	30,000	31,000	31,000	31,000	31,000	31,000
CICC	30,000	31,000	31,000	31,000	31,000	31,000
	<b>262,000</b>	<b>275,000</b>	<b>275,000</b>	<b>275,000</b>	<b>245,000</b>	<b>245,000</b>

## **Employee Recognition**

# REPORT 3: DEPARTMENTAL SUMMARY BY SUB-ACTIVITY

## Department: Board of County Commissioners

(\$ in 000s)

Activity: Office of the Chair

Sub-Activity: Employee Recognition

Strategic Area: PF

Fund: 010

### A) ISSUES OF THIS ACTIVITY

### B) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>									
CW	General Fund Countywide	\$0	\$0	\$0	\$164	\$183	\$204	\$204	\$132
UMSA	General Fund UMSA	\$0	\$0	\$0	\$77	\$79	\$88	\$88	\$57
<b>TOTAL REVENUE</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$241</b>	<b>\$262</b>	<b>\$292</b>	<b>\$292</b>	<b>\$189</b>
<b>EXPENDITURES</b>									
	Salary	\$0	\$0	\$0	\$231	\$233	\$253	\$147	\$159
	Overtime Salary	0	0	0	0	0	0	0	0
	Fringe	0	0	0	0	0	0	0	0
	Overtime Fringe	0	0	0	0	0	0	0	0
	Other Operating	\$0	\$0	\$0	\$9	\$29	\$39	\$25	\$30
	Capital	\$0	\$0	\$0	\$1	\$0	\$0	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$241</b>	<b>\$262</b>	<b>\$292</b>	<b>\$172</b>	<b>\$189</b>
	Debt Services	0	0	0	0	0	0	0	0
	Reserves	0	0	0	0	0	0	0	0
	Transfers	0	0	0	0	0	0	0	0
	OthrNonOper	0	0	0	0	0	0	0	0
	Intradepartment Transfer	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$241</b>	<b>\$262</b>	<b>\$292</b>	<b>\$172</b>	<b>\$189</b>
<b>REVENUES LESS EXPENDITURES</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$120</b>	<b>\$0</b>
<b>Revenue to the General Fund</b>									

### C) POSITIONS

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =				4	3	2	2	2
Full-Time Positions Filled =				4	2		2	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

## **Employee Relations**

# Employee Relations

## STRATEGIC PLANNING PRIORITIES AND BUDGET HIGHLIGHTS

### **Enabling Strategies**

<b>Desired Outcome</b>	<b>Highlights</b>	<b>Performance Impact</b>
ES4-6: County processes improved through information technology	Continue the audit and backfiling of County employee personnel and medical records into the Electronic Document Management System (EDMS) (\$170,000 from Capital Outlay Reserve (COR) for total project cost)	Maximize the return on previous EDMS investments in the Administrative Services Division; increase efficiencies in the filing, storage, and retrieval of unstructured data (i.e., paper records)
ES4-6: County processes improved through information technology	Implement and support the recruitment module of the Enterprise Resource Planning (ERP) human resources suite; the program is scheduled to go live countywide during the second quarter of FY 2006-07	Simplify the job application and applicant tracking processes; eliminate several manual transactions relating to the recruitment function and enable staff to provide higher value recruitment services to County departments
ES5-1: Expeditiously provide Departments with qualified personnel	Study the best method to conduct background checks on County employees (\$50,000 from COR)	Enhance accountability to the public by conducting a criminal history background check on current County employees using state and national criminal history information
ES5-1: Expeditiously provide Departments with qualified personnel	Hire a Deputy Director (\$141,000)	Support efforts to implement the recruitment module of the Enterprise Resource Planning (ERP) system; design and integrate best practice human resources processes within the department
ES5-3: Motivated, dedicated workforce team aligned with organizational priorities	Continue to recruit individuals with disabilities to participate in one year internships through the Outreach Intern Program (\$145,000)	Recruit and hire disabled individuals to participate in one-year internships with rotational assignments in a variety of County departments

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ES5-4: Workforce skills to support County priorities (e.g. leadership, customer service, fiscal problem-solving technology, etc.)	Continue to provide County executive orientation and training regarding the County executive appraisal process; during FY 2006-07, engage an outside consultant to develop and deliver a multi-year executive and mid-manager development program (\$500,000)	Provided executive orientation and training of the executive performance appraisal system to over 190 County management staff during FY 2005-06; the new executive and mid-manager development program will enhance the leadership, customer service, performance management, and management innovation skills of over 2,500 executives and mid-managers countywide
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REPORT 22: MARCH COMMITTEE REPORT (Revised)

Department: Employee Relations

(\$ in 000s)

Department-wide Issues

- 1 ERD requires five professionals to support ERP implementation. Due to the demanding nature of ERP implementation it is required to have a group of professionals to back fill in areas such as recruitment and compensation. Amount requested \$400K



**GENERAL DEPARTMENTAL FINANCIAL SUMMARY**

**Department: Employee Relations**

(\$ in 000s)

**A) OPERATING BUDGET - REVENUES AND EXPENDITURES**

		FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base	
<b>REVENUE</b>										
CW	General Fund Countywide	\$6,034	\$5,668	\$5,545	\$5,825	\$6,450	\$8,369	\$8,440	\$8,971	
UMSA	General Fund UMSA	\$2,585	\$2,429	\$2,986	\$2,741	\$2,766	\$3,585	\$3,615	\$3,841	
INTERTRNF	Interagency Transfers	\$3,766	\$4,034	\$2,186	\$2,826	\$3,295	\$1,554	\$1,554	\$1,663	
<b>TOTAL REVENUE</b>		<b>\$12,385</b>	<b>\$12,131</b>	<b>\$10,717</b>	<b>\$11,392</b>	<b>\$12,511</b>	<b>\$13,508</b>	<b>\$13,609</b>	<b>\$14,475</b>	
<b>EXPENDITURES</b>										
	Salary	\$6,903	\$7,147	\$7,391	\$7,780	\$8,265	\$9,019	\$9,090	\$9,621	0
	Overtime Salary	\$242	\$339	\$199	\$306	\$367	\$246	\$246	\$246	
	Fringe	\$1,643	\$1,472	\$2,027	\$2,170	\$2,305	\$2,569	\$2,599	\$2,853	0
	Overtime Fringe	\$36	\$44	\$30	\$46	\$56	\$38	\$38	\$38	
	Other Operating	\$3,377	\$2,988	\$1,003	\$917	\$1,401	\$1,503	\$1,503	\$1,608	
	Capital	\$184	\$141	\$67	\$173	\$117	\$133	\$133	\$109	0
<b>TOTAL OPERATING EXPENDITURES</b>		<b>\$12,385</b>	<b>\$12,131</b>	<b>\$10,717</b>	<b>\$11,392</b>	<b>\$12,511</b>	<b>\$13,508</b>	<b>\$13,609</b>	<b>\$14,475</b>	
	Debt Services	0	0	0	0	0	0	0	0	
	Reserves	0	0	0	0	0	0	0	0	
	Transfers	0	0	0	0	0	0	0	0	
	Other Non-Operating	0	0	0	0	0	0	0	0	
<b>TOTAL NON OPERATING EXPENDITURES</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>TOTAL EXPENDITURES</b>		<b>\$12,385</b>	<b>\$12,131</b>	<b>\$10,717</b>	<b>\$11,392</b>	<b>\$12,511</b>	<b>\$13,508</b>	<b>\$13,609</b>	<b>\$14,475</b>	
<b>REVENUES LESS EXPENDITURES</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	155	157	144	151	159	158	161	161
Full-Time Positions Filled =	154	157	135	142	158		161	
Part-time FTEs Budgeted =	0	0	0	0	0	1	1	1
Temporary FTEs Budgeted =	0	0	0	0	0	0	0	0

<b>Activity: Administration</b>								
<b>A) OPERATING BUDGET - REVENUES AND EXPENDITURES</b>								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$933	\$812	\$833	\$837	\$1,051	\$1,276	\$1,276	\$1,443
General Fund UMSA	\$400	\$348	\$356	\$358	\$451	\$547	\$547	\$618
<b>TOTAL REVENUE</b>	<b>\$1,333</b>	<b>\$1,160</b>	<b>\$1,189</b>	<b>\$1,195</b>	<b>\$1,502</b>	<b>\$1,823</b>	<b>\$1,823</b>	<b>\$2,061</b>
<b>EXPENDITURES</b>								
Salary	\$833	\$683	\$558	\$615	\$727	\$821	\$821	\$945
Overtime Salary	\$0	\$0	\$2	\$2	\$3	\$15	\$15	\$15
Fringe	\$247	\$182	\$402	\$362	\$212	\$235	\$235	\$283
Overtime Fringe	\$0	\$0	\$0	\$0	\$0	\$2	\$2	\$2
Other Operating	\$250	\$285	\$222	\$214	\$515	\$696	\$696	\$777
Capital	\$3	\$10	\$5	\$2	\$45	\$54	\$54	\$39
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$1,333</b>	<b>\$1,160</b>	<b>\$1,189</b>	<b>\$1,195</b>	<b>\$1,502</b>	<b>\$1,823</b>	<b>\$1,823</b>	<b>\$2,061</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$1,333</b>	<b>\$1,160</b>	<b>\$1,189</b>	<b>\$1,195</b>	<b>\$1,502</b>	<b>\$1,823</b>	<b>\$1,823</b>	<b>\$2,061</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	11	12	9	9	7	8	9	9
Full-Time Positions Filled =	10	11	8	8	8		9	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =	0	0	0	0	0	0	0	0

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Overall Employee Relations Department satisfaction rating from annual survey (goal is a rating of 4 on a scale of 1 to 5)	n/a	4.33	4.46	4.55	4.66	4.0	4.66	4.0	ES5-1
Comments/Justification:									

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
4	Provide appropriate level of support to ERD's website	35	15	0	50	0	0	50	0	No	No	0	ES5-4

COMMENTS/JUSTIFICATION: Employee Relations Department has an extensive amount of internal and external web pages that require constant updating and reformatting. This funding would allow the ERD to pay for ETSD to keep the website, one of the County's most frequented, up-to-date

Activity: Career Development & Employee Assistance								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$761	\$220	\$700	\$468	\$478	\$1,494	\$1,494	\$1,614
General Fund UMSA	\$326	\$94	\$300	\$202	\$206	\$640	\$640	\$692
Interagency Transfers	\$456	\$1,228	\$805	\$1,227	\$1,492	\$543	\$543	\$543
<b>TOTAL REVENUE</b>	<b>\$1,543</b>	<b>\$1,542</b>	<b>\$1,805</b>	<b>\$1,897</b>	<b>\$2,176</b>	<b>\$2,677</b>	<b>\$2,677</b>	<b>\$2,849</b>
<b>EXPENDITURES</b>								
Salary	\$1,100	\$1,196	\$1,310	\$1,358	\$1,363	\$1,585	\$1,585	\$1,676
Overtime Salary	\$1	\$8	\$2	\$4	\$2	\$5	\$5	\$5
Fringe	\$231	\$254	\$319	\$323	\$370	\$436	\$436	\$512
Overtime Fringe	\$0	\$0	\$0	\$0	\$0	\$1	\$1	\$1
Other Operating	\$192	\$82	\$174	\$212	\$438	\$626	\$626	\$631
Capital	\$19	\$2	\$0	\$0	\$3	\$24	\$24	\$24
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$1,543</b>	<b>\$1,542</b>	<b>\$1,805</b>	<b>\$1,897</b>	<b>\$2,176</b>	<b>\$2,677</b>	<b>\$2,677</b>	<b>\$2,849</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$1,543</b>	<b>\$1,542</b>	<b>\$1,805</b>	<b>\$1,897</b>	<b>\$2,176</b>	<b>\$2,677</b>	<b>\$2,677</b>	<b>\$2,849</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	21	30	27	31	26	25	25	25
Full-Time Positions Filled =	21	30	22	26	25		25	
Part-time FTEs Budgeted =	0	0	0	0	0	0	0	0
Temporary FTEs Budgeted =								



D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Percent of participants satisfied with training regarding Americans with Disabilities Act (ADA) employment provisions	n/a	n/a	97.4%	95%	99%	95%	95%	95%	ES5-2
<b>Comments/Justification:</b>									
Americans with Disabilities Unit/Office of Reasonable Accommodation Services satisfaction rating from annual survey (goal is a rating of 4 on a scale of 1 to 5)	n/a	n/a	4.43	4.0	5.0	4.0	4.0	4.0	ES5-2
<b>Comments/Justification:</b>									
Number of community agencies engaged with ERD to educate and recruit disabled applicants	n/a	n/a	3	6	4	6	6	8	ES5-3
<b>Comments/Justification:</b>									
Percent of County employees that rate their Miami-Dade County University classroom experience above satisfactory	n/a	n/a	n/a	97%	98%	95%	99%	95%	ES5-3
<b>Comments/Justification:</b>									
Percent of County employees satisfied with Employee Support Services received	n/a	95%	98%	97%	98%	95%	95%	95%	ES5-3
<b>Comments/Justification:</b>									
Develop a network of at least twenty (20) Miami-Dade County employees to provide Critical Incident Debriefing to employees in the event of a natural or man-made disaster.	n/a	n/a	n/a	n/a	23	20	20	20	ES5-3
<b>Comments/Justification:</b>									
Number of Employee Suggestion Program departmental on-site visits	n/a	n/a	n/a	n/a	24	20	20	20	ES5-3
<b>Comments/Justification:</b>									
Number of Subject Matter Experts and Employee Suggestion Program coordinators trained	n/a	n/a	n/a	n/a	83	20	20	20	ES5-3
<b>Comments/Justification:</b>									
Estimated savings per year from Employee Suggestion Program projects	\$1,617	\$2,153	\$1,292	\$500	\$2,104	\$1,000	\$1,000	\$1,000	ES5-3
<b>Comments/Justification:</b>									
Participants in Employee Suggestion Program awareness efforts per quarter*	n/a	n/a	n/a	n/a	5,271	250	1318	500	ES5-3
<b>Comments/Justification:</b>									

Average quarterly number of Miami-Dade County University billable class units	n/a	n/a	n/a	2,616	4,025	2,750	2,750	1,375	ES5-3
<b>Comments/Justification:</b>									
Number of Subject Matter Experts (SME) and ESP Coordinators Recognized	n/a	n/a	n/a	n/a	118	5	5	5	ES5-3
<b>Comments/Justification:</b>									

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)													
PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
1	Executive Leadership and Mid-Management training efforts.	225	75	0	300	0	0	300	0	No	No	0	ES5-4
COMMENTS/JUSTIFICATION: Expand the Miami-Dade County Executive and Mid-Manager development program that is being initiated in FY07 and which will promote innovative, accountable, efficient, effective, and results-oriented government leadership.													

Activity: Labor Management								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$511	\$481	\$439	\$444	\$497	\$571	\$642	\$796
General Fund UMSA	\$219	\$206	\$188	\$190	\$213	\$245	\$275	\$338
Interagency Transfers	\$65	\$65	\$65	\$82	\$79	\$65	\$65	\$65
<b>TOTAL REVENUE</b>	<b>\$795</b>	<b>\$752</b>	<b>\$692</b>	<b>\$716</b>	<b>\$789</b>	<b>\$881</b>	<b>\$982</b>	<b>\$1,199</b>
<b>EXPENDITURES</b>								
Salary	\$605	\$597	\$515	\$563	\$628	\$698	\$769	\$981
Overtime Salary	\$0	\$1	\$0	\$21	\$0	\$0	\$0	\$0
Fringe	\$120	\$115	\$108	\$121	\$154	\$165	\$195	\$200
Overtime Fringe	\$0	\$0	\$0	\$3	\$0	\$0	\$0	\$0
Other Operating	\$70	\$39	\$69	\$8	\$7	\$12	\$12	\$12
Capital	\$0	\$0	\$0	\$0	\$0	\$6	\$6	\$6
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$795</b>	<b>\$752</b>	<b>\$692</b>	<b>\$716</b>	<b>\$789</b>	<b>\$881</b>	<b>\$982</b>	<b>\$1,199</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$795</b>	<b>\$752</b>	<b>\$692</b>	<b>\$716</b>	<b>\$789</b>	<b>\$881</b>	<b>\$982</b>	<b>\$1,199</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	10	9	8	8	8	8	8	8
Full-Time Positions Filled =	10	9	7	7	8		8	
Part-time FTEs Budgeted =	0	0	0	0	0	0	0	0
Temporary FTEs Budgeted =								

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Percent of Performance Evaluation/ Appeals Processed Timely	n/a	n/a	n/a	100%	96%	100%	100%	100%	ES5-3
Comments/Justification:									
Percent of career service grievances processed within 15 days	n/a	n/a	n/a	100%	100%	100%	100%	100%	ES5-3
Comments/Justification:									
Percentage of collective bargaining grievances that are resolved each quarter prior to arbitration.	n/a	n/a	n/a	n/a	n/a	50%	50%	50%	ES5-2
Comments/Justification:									
Percentage of contested unemployment compensation appeals where the County position is sustained	n/a	n/a	n/a	n/a	n/a	80%	80%	80%	ES5-2
Comments/Justification:									

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)													
PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
6	Labor Management Software or implementation of PeopleSoft Labor to keep track of labor issues	28	12	0	40	0	0	0	40	No	No	0	ES4-4
COMMENTS/JUSTIFICATION:													

Activity: Payroll and Records Management								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$2,197	\$2,050	\$1,937	\$2,160	\$2,361	\$2,680	\$2,680	\$2,812
General Fund UMSA	\$941	\$879	\$1,442	\$1,170	\$1,012	\$1,148	\$1,148	\$1,205
Interagency Transfers	\$1,707	\$1,282	\$372	\$557	\$779	\$310	\$310	\$310
<b>TOTAL REVENUE</b>	<b>\$4,845</b>	<b>\$4,211</b>	<b>\$3,751</b>	<b>\$3,887</b>	<b>\$4,152</b>	<b>\$4,138</b>	<b>\$4,138</b>	<b>\$4,327</b>
<b>EXPENDITURES</b>								
Salary	\$2,239	\$2,490	\$2,590	\$2,580	\$2,663	\$2,928	\$2,928	\$3,019
Overtime Salary	\$236	\$303	\$185	\$266	\$344	\$213	\$213	\$213
Fringe	\$564	\$545	\$578	\$681	\$785	\$869	\$869	\$959
Overtime Fringe	\$35	\$40	\$28	\$41	\$53	\$33	\$33	\$33
Other Operating	\$1,759	\$825	\$341	\$281	\$299	\$76	\$76	\$84
Capital	\$12	\$8	\$29	\$38	\$8	\$19	\$19	\$19
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$4,845</b>	<b>\$4,211</b>	<b>\$3,751</b>	<b>\$3,887</b>	<b>\$4,152</b>	<b>\$4,138</b>	<b>\$4,138</b>	<b>\$4,327</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$4,845</b>	<b>\$4,211</b>	<b>\$3,751</b>	<b>\$3,887</b>	<b>\$4,152</b>	<b>\$4,138</b>	<b>\$4,138</b>	<b>\$4,327</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	58	58	52	52	63	62	65	65
Full-Time Positions Filled =	58	59	51	51	63		65	
Part-time FTEs Budgeted =	0	0	0	0	0	0	0	0
Temporary FTEs Budgeted =								

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Percent of accurate paychecks issued	n/a	n/a	98%	98%	98.35%	95%	98%	98%	ES5-2
<b>Comments/Justification:</b>									
Administrative Services Division satisfaction rating from annual survey (goal is a rating of 4 on a scale of 1 to 5)	n/a	4.20	4.33	4.36	4.42	4.0	4.0	4.0	ES5-3
<b>Comments/Justification:</b>									
Internal Satisfaction Survey Rating in a scale of 1 to 5	4.15	4.11	4.27	4.23	4.21	4.0	4.0	4.0	ES5-2
<b>Comments/Justification:</b>									

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
5	The Miami-Dade County Tuition Refund Program is going through an overhaul and needs staff in order to ensure the proper administration of the program.	133	57	0	190	131	47	12	0	No	No	2	ES5-4

COMMENTS/JUSTIFICATION: The Miami-Dade County Tuition Refund Program was created to encourage and enable all county employees to further their education. In order to ensure the proper administration of such a program, the Employee Relations Department must establish sufficient safeguards. Hiring a Tuition Refund Program Supervisor to administer the program according to Miami-Dade County policy. A tuition technician is also required to provide adequate utilization to process and audit all tuition payments. Maintain and enhance Miami-Dade County's Tuition Refund Program to achieve peak productivity and performance, establish a structured and systematic program for Tuition Refund which will incorporate changes with either County procedures and/or changes with policy or procedures at the school to ensure that proper reimbursement is issued, oversee the supervision and administration of Tuition Program for personnel within ERD and at the department level, work with other campus units to ensure all financial benefits are reported and computed in the refund request.

Activity: Recruitment and Compensation								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$1,632	\$2,105	\$1,636	\$1,916	\$2,063	\$2,348	\$2,348	\$2,306
General Fund UMSA	\$699	\$902	\$700	\$821	\$884	\$1,005	\$1,005	\$988
Interagency Transfers	\$1,538	\$1,459	\$944	\$960	\$945	\$636	\$636	\$745
<b>TOTAL REVENUE</b>	<b>\$3,869</b>	<b>\$4,466</b>	<b>\$3,280</b>	<b>\$3,697</b>	<b>\$3,892</b>	<b>\$3,989</b>	<b>\$3,989</b>	<b>\$4,039</b>
<b>EXPENDITURES</b>								
Salary	\$2,126	\$2,181	\$2,418	\$2,664	\$2,884	\$2,987	\$2,987	\$3,000
Overtime Salary	\$5	\$27	\$10	\$13	\$18	\$13	\$13	\$13
Fringe	\$481	\$376	\$620	\$683	\$784	\$864	\$864	\$899
Overtime Fringe	\$1	\$4	\$2	\$2	\$3	\$2	\$2	\$2
Other Operating	\$1,106	\$1,757	\$197	\$202	\$142	\$93	\$93	\$104
Capital	\$150	\$121	\$33	\$133	\$61	\$30	\$30	\$21
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$3,869</b>	<b>\$4,466</b>	<b>\$3,280</b>	<b>\$3,697</b>	<b>\$3,892</b>	<b>\$3,989</b>	<b>\$3,989</b>	<b>\$4,039</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$3,869</b>	<b>\$4,466</b>	<b>\$3,280</b>	<b>\$3,697</b>	<b>\$3,892</b>	<b>\$3,989</b>	<b>\$3,989</b>	<b>\$4,039</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	55	48	48	51	55	55	54	54
Full-Time Positions Filled =	55	48	47	50	54		54	
Part-time FTEs Budgeted =	0	0	0	0	0	1	1	1
Temporary FTEs Budgeted =								

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Number of reclassifications processed within 30 days	n/a	n/a	n/a	n/a	146	75	75	75	ES5-1
Comments/Justification:									
Percent of appealed classification decisions in which outcomes are sustained (goal is 66%)	n/a	n/a	n/a	n/a	95%	66%	100%	66%	ES5-1
Comments/Justification:									
Personnel Services Division overall satisfaction rating from annual survey (goal is a rating of 4 on a scale of 1 to 5)	n/a	4.20	4.43	4.55	4.58	4.0	4.0	4.0	ES5-1
Comments/Justification:									
Percent of customers satisfied with the recruitment process	n/a	n/a	n/a	n/a	n/a	75%	75%	75%	ES5-1
Comments/Justification:									
Number of days for end-to-end recruitment time (goal is 95 days)	n/a	n/a	n/a	n/a	70	95	141	95	ES5-1
Comments/Justification:									
Number of days between requisition activation and ad placement	n/a	n/a	n/a	n/a	8	10	10	10	ES5-1
Comments/Justification:									
Percent of eligible employee lists provided to recruiting County departments within 5 working days	n/a	n/a	53%	66%	68.5%	80%	80%	80%	ES5-1
Comments/Justification:									

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
2	Professional presentation equipment and marketing material would be required such as floor and table displays, table cloths, table curtains, brochures, laptop, and projector would need to be purchased.	26	12	0	38	0	0	38	0	No	No	0	ES5-4

COMMENTS/JUSTIFICATION: Miami-Dade County must position itself as the "Employer of Choice" in South Florida as it competes for an ever shrinking supply of talented workers. In order to ensure that its human capital needs are satisfied, the Recruitment Specialists'™ role will be redesigned to that of Recruitment Consultants to the hiring departments. The primary role of the Recruitment Consultant will be to develop recruitment initiatives, strategies and plans to reach out and attract qualified and diverse applicants. The outreach efforts will be done through job fairs, professional conferences, college campuses and other venues statewide. In addition, there will be an emphasis on marketing the county in a variety of innovative ways and measuring the effectiveness of our endeavors. In order to implement our active recruitment strategy, travel, accommodations and registration fees have to be budgeted. In addition, specialized professional and technical conferences and career fairs will be identified in order to have a recruitment presence to attract qualified applicants. Recruitment Specialists should also be encouraged to attend professional conferences and other venues where they could benefit from other organization's™ learning experiences and report on best practices in the industry.

3	Compensation will have market salary data available immediately for determining the appropriate level of compensation. This is particularly important in the event that departments are having recruitment and retention problems with specific classification	10	5	0	15	0	0	15	0	No	No	0	ES5-4
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COMMENTS/JUSTIFICATION: This will assist in expediting the review process of new and difficult to fill positions. Currently compensation has to contact other counties and municipalities to inquire about their salary ranges. This is extremely time-consuming in that we need to wait for responses to our inquiries. After the salary data is gathered, we then adjust the collected data for regional pay differences which is a labor intensive process. An annual subscription for 4 Compensation Analysts to "Payscale", a salary survey subscription company, provides salary data for occupations in all geographical locations of the United States. In addition, it provides all of the titles that are currently used for an occupation. This is a unique form of data in that this company surveys constantly rather than on an annual basis; therefore, the data is updated on a daily basis. It also provides information on all occupations rather than merely in one particular field which is typically how salary survey data is purchased. The subscription includes public and private data.

PAYMENTS TO AND FROM OTHER DEPARTMENTS

Department: Employee Relations

(\$ in 000s)

**PAYMENTS TO BE MADE TO OTHER DEPARTMENTS FROM EMPLOYEE RELATIONS**

Department(to)	Reason and Source	Confirmed?	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
Total Transfer to other Departments										

**PAYMENTS TO BE MADE FROM OTHER DEPARTMENTS TO EMPLOYEE RELATIONS**

Department(from)	Reason and Source	Confirmed?	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
Aviation	Testing & Validation	No	\$73	\$73	\$73	\$83	\$62	\$73	\$73	\$60
Americans with Disabilities Act Coordination	ADA Outreach Program	No	\$0	\$0	\$0	\$73	\$145	\$145	\$145	\$145
Non-Departmental	MDCU New Employee Orientation and Supervisory Certification Program Inter-departmental transfers.	No	\$400	\$400	\$400	\$400	\$400	\$368	\$368	\$368
Non-Departmental	Executive training program	Yes	\$0	\$0	\$0	\$0	\$0	\$150	\$0	\$0
Water and Sewer	ERP 1/2 Shared Service Analyst	No	\$0	\$0	\$0	\$0	\$30	\$30	\$30	\$30
Aviation	ERP 1/2 Shared Service Analyst	No	\$0	\$0	\$0	\$0	\$30	\$30	\$30	\$30
Transit	Testing & Validation	Yes	\$150	\$150	\$150	\$203	\$176	\$176	\$176	\$201
Police	Testing & Validation	Yes	\$113	\$113	\$113	\$150	\$134	\$154	\$154	\$154
Fire Rescue	Testing & Validation	Yes	\$132	\$132	\$132	\$180	\$154	\$154	\$154	\$200
Corrections and Rehabilitation	Testing & Validation	Yes	\$62	\$62	\$62	\$83	\$72	\$72	\$72	\$92
Non-Departmental	Testing & Validation	No	\$81	\$81	\$81	\$53	\$40	\$40	\$40	\$40
General Services Administration	Unemployment compensation payroll process	Yes	\$0	\$65	\$65	\$65	\$65	\$65	\$65	\$65
General Services Administration	Payroll Preparation	Yes	\$0	\$250	\$250	\$250	\$250	\$250	\$250	\$250
Water and Sewer	Payroll Preparation	Yes	\$0	\$62	\$62	\$62	\$62	\$62	\$62	\$62
Total Transfer from other Departments			\$1,011	\$1,388	\$1,388	\$1,602	\$1,620	\$1,769	\$1,619	\$1,697

may include capital funds as well



SELECTED LINE ITEM HIGHLIGHTS

Department: Employee Relations

(\$ in 000s)

Line Item Highlight	Subobject(s)	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Submission
Travel Costs	31210, 31215	\$1	\$2	\$5	\$5	\$3	\$42	\$42	\$43
Contract Temporary Employee Costs	21510, 22430	\$1,650	\$764	\$32	\$0	\$332	\$527	\$332	\$527

# CAPITAL FUNDED REQUESTS REVENUE SUMMARY

(\$ in 000s)

## 2007-08 Proposed Capital Budget and Multi-Year Capital Plan

DEPARTMENT:

Employee Relations

	2006-07	PRIOR	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	FUTURE	TOTAL
<b>Other County Sources</b>										
Capital Outlay Reserve	0	0	3,559	1,541	1,254	1,296	1,247	0	0	8,897
Total:	0	0	3,559	1,541	1,254	1,296	1,247	0	0	8,897
Department Total:	0	0	3,559	1,541	1,254	1,296	1,247	0	0	8,897

## CAPITAL FUNDED REQUESTED EXPENDITURE SUMMARY

(\$ in 000s)

## 2007-08 Proposed Capital Budget and Multi-Year Capital Plan

## Enabling Strategies

	PRIOR	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	FUTURE	TOTAL
<b>Computer and Systems Automation</b>									
DATA WAREHOUSE DASD	0	90	0	0	0	0	0	0	90
INHOUSE SCANNING AND AUDITING OPERATIONS	0	1,434	1,131	974	988	920	0	0	5,447
JOB EVALUATION METHODOLOGY AND SYSTEM	0	772	0	0	0	0	0	0	772
PEOPLESFT ELECTRONIC TIME COLLECTION LIMITED ROLLOUT	0	875	410	280	308	327	0	0	2,200
PERSONNEL FOLDER OPERATIONAL DASD	0	68	0	0	0	0	0	0	68
REPORTING / DATA WAREHOUSE ROADMAP	0	220	0	0	0	0	0	0	220
<b>Facility Improvements</b>									
FLOOR RECONFIGURATION (20TH FLOOR)	0	100	0	0	0	0	0	0	100

<b>Department Total:</b>	0	3,559	1,541	1,254	1,296	1,247	0	0	8,897
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## **Fair Employment Practices**

# Fair Employment Practices

## STRATEGIC PLANNING PRIORITIES AND BUDGET HIGHLIGHTS

### Enabling Strategies

Desired Outcome	Highlights	Performance Impact
ES5-3: Motivated, dedicated workforce team aligned with organizational priorities	Enhance training regarding equal employment policies and practices through the purchase and promotion of a training website (\$100,000 from Capital Outlay Reserve (COR) over two years)	Expand equal employment opportunity training to all County employees with Internet access at a lower cost than traditional in-class programs
ES5-3: Motivated, dedicated workforce team aligned with organizational priorities	Develop a countywide workplace violence (WPV) program by establishing appropriate procedures, incorporating WPV training into OFEP's countywide equal employment training program, and administering a multi-department workplace violence resource team	Minimize employee risk of harm from workplace violence or threat of violence
ES5-4: Workforce skills to support County priorities (e.g. leadership, customer service, fiscal problem-solving technology, etc.)	Coordinate with the Employee Relations Department to create the diversity and fair employment training portion of the County's executive development program	Provide training in equal employment policies and practices to all executives over the next three fiscal years
ES5-5: Workforce that reflects the diversity of Miami-Dade County	Improve the reporting capabilities of the department's equal employment opportunity (EEO) complaint case tracking database (\$50,000 from COR); continue database testing, training, and countywide roll-out	Continue to ensure equal employment opportunities for all

REPORT 22: MARCH COMMITTEE REPORT (Revised)

Department: Fair Employment Practices

(\$ in 000s)

Department-wide Issues

- 1 Expand workplace violence (WPV) initiative to develop and implement a Miami-Dade County comprehensive Domestic and Workplace Violence response; includes training and outreach to all levels of MDC; creation, development and training of a multi-disciplinary response team. The WPV resource response team, comprised of members from different County departments is designed to ensure appropriate management of WPV issues throughout the organization.
- 2 OFEP to implement an eLearning program through web-based training, accessible on a 24-hour basis; will test employees and provide reports to monitor progress. Should communicate standards of conduct and create affirmative defenses to lawsuits.
- 3 Case Management System - Standardize investigative protocols, roll-out Case Tracking System to monitor disposition of employment discrimination complaints.
- 4 Expand employee awareness initiative. This outreach and information program to promote awareness of employee rights and responsibilities, train Fair Employment Practices Liaisons and Fair Employment Practices Specialists. OFEP will develop and implement a "Know Your Rights" campaign to prevent employment discrimination.

GENERAL DEPARTMENTAL FINANCIAL SUMMARY									
Department: Fair Employment Practices									
(\$ in 000s)									
A) OPERATING BUDGET - REVENUES AND EXPENDITURES									
		FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE									
CW	General Fund Countywide	\$365	\$400	\$364	\$492	\$510	\$759	\$759	\$631
UMSA	General Fund UMSA	\$173	\$190	\$172	\$232	\$218	\$326	\$326	\$271
TOTAL REVENUE		\$538	\$590	\$536	\$724	\$728	\$1,085	\$1,085	\$902
EXPENDITURES									
	Salary	\$404	\$445	\$382	\$476	\$559	\$811	\$604	\$658
	Overtime Salary	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Fringe	\$111	\$122	\$113	\$132	\$141	\$202	\$164	\$182
	Overtime Fringe	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other Operating	\$23	\$25	\$25	\$116	\$24	\$70	\$77	\$61
	Capital	\$0	\$0	\$16	\$0	\$4	\$2	\$8	\$1
TOTAL OPERATING EXPENDITURES		\$538	\$592	\$536	\$724	\$728	\$1,085	\$853	\$902
	Debt Services	0	0	0	0	0	0	0	0
	Reserves	0	0	0	0	0	0	0	0
	Transfers	0	0	0	0	0	0	0	0
	Other Non-Operating	0	0	0	0	0	0	0	0
TOTAL NON OPERATING EXPENDITURES		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENDITURES		\$538	\$592	\$536	\$724	\$728	\$1,085	\$853	\$902
REVENUES LESS EXPENDITURES									
		\$0	\$-2	\$0	\$0	\$0	\$0	\$232	\$0

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	6	6	6	8	8	8	8	8
Full-Time Positions Filled =								
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								



Activity: Fair Employment Practices								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$365	\$400	\$364	\$492	\$510	\$759	\$759	\$631
General Fund UMSA	\$173	\$190	\$172	\$232	\$218	\$326	\$326	\$271
<b>TOTAL REVENUE</b>	<b>\$538</b>	<b>\$590</b>	<b>\$536</b>	<b>\$724</b>	<b>\$728</b>	<b>\$1,085</b>	<b>\$1,085</b>	<b>\$902</b>
<b>EXPENDITURES</b>								
Salary	\$404	\$445	\$382	\$476	\$559	\$811	\$604	\$658
Overtime Salary	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fringe	\$111	\$122	\$113	\$132	\$141	\$202	\$164	\$182
Overtime Fringe	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Operating	\$23	\$25	\$25	\$116	\$24	\$70	\$77	\$61
Capital	\$0	\$0	\$16	\$0	\$4	\$2	\$8	\$1
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$538</b>	<b>\$592</b>	<b>\$536</b>	<b>\$724</b>	<b>\$728</b>	<b>\$1,085</b>	<b>\$853</b>	<b>\$902</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$538</b>	<b>\$592</b>	<b>\$536</b>	<b>\$724</b>	<b>\$728</b>	<b>\$1,085</b>	<b>\$853</b>	<b>\$902</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>	<b>\$-2</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$232</b>	<b>\$0</b>

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	6	6	6	8	8	8	8	8
Full-Time Positions Filled =								
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
As part of Executive Development and Leadership Program, OFEP to work in conjunction with CMO and ERD to support delivery of Diversity Management Training to County executives.	0	0	0	0	0	0	0	50	ES5-4
<b>Comments/Justification:</b> Provide access to training to County executives over a five year period.									
Develop eLearning Program for County employees. Web-based diversity training accessible to employees on a 24-hr basis.	0	0	0	0	0	500	500	500	ES5-4
<b>Comments/Justification:</b> Expand access to equal employment opportunity and diversity training to all County employees with Internet access at a lower cost than traditional in-class programs.									

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
1	Support development of Case Management System including tracking database for County Departments.	0	0	50	50	0	0	0	50	No	No	0	ES4-6

COMMENTS/JUSTIFICATION:OFEP has identified 52 improvements needed for a more efficient and accountable tracking system. FY 06/07 budget allocation will cover the cost of 32. Funding is sought from the Capital Outlay Reserve to complete this project.

2	Develop a countywide workplace violence (WVP) program by establishing procedures, developing WVP training and administering a multi-department workplace violence team.	7	3	0	10	0	0	0	0	No	No	0	ES5-3
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COMMENTS/JUSTIFICATION:Funding is sought to cover expenses for training and outreach to all levels of MDC; creation, development and training of a multi-response team.

3	OFEP will enhance staff development to continue overhaul of County anti-discrimination training with emphasis on management strategies and employee rights.	0	0	35	35	0	0	0	35	No	No	0	ES5-4
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COMMENTS/JUSTIFICATION:Resource and support continuing education of OFEP staff in best practices and evolving case law in areas of Civil Rights, Affirmative Action, Employment Law and Workplace Violence. Based on research, the amount being requested is for registration cost, training, travel expenses and materials for a staff of eight.

## CAPITAL FUNDED REQUESTS REVENUE SUMMARY

(\$ in 000s)

## 2007-08 Proposed Capital Budget and Multi-Year Capital Plan

DEPARTMENT:

Fair Employment Practices

		2006-07	PRIOR	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	FUTURE		TOTAL
<b>Other County Sources</b>												
	Capital Outlay Reserve	95	95	105	0	0	0	0	0	0		200
	<b>Total:</b>	<b>95</b>	<b>95</b>	<b>105</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>200</b>
	<b>Department Total:</b>	<b>95</b>	<b>95</b>	<b>105</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>200</b>

CAPITAL FUNDED REQUESTED EXPENDITURE SUMMARY										
(\$ in 000s)										
2007-08 Proposed Capital Budget and Multi-Year Capital Plan										
Enabling Strategies										
	PRIOR	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	FUTURE		TOTAL
Departmental Information Technology Projects										
FAIR EMPLOYMENT CASE TRACKING	50	50	0	0	0	0	0	0		100
FAIR EMPLOYMENT ON-LINE TRAINING FOR COUNTY EMPLOYEES	45	55	0	0	0	0	0	0		100
Department Total:	95	105	0	0	0	0	0	0		200

## Finance

# Finance

## STRATEGIC PLANNING PRIORITIES AND BUDGET HIGHLIGHTS

### Enabling Strategies

Desired Outcome	Highlights	Performance Impact
ES8-1: Sound asset management and financial investment strategies	Monitor the County's portfolio composition on a daily basis	Achieve an average rate of return on County funds that is competitive with the average rate of return for the County's industry benchmarks (six month average on 180 day Treasury Bills and the State of Florida Board of Administration Pool)
ES8-4: Cohesive, standardized countywide financial systems and processes	Expedite payment of invoices	Maintain the percentage of invoices paid within 45 days at 85 percent and the usage of Automated Clearing House (ACH) payments at 56 percent
ES8-4: Cohesive, standardized countywide financial systems and processes	Enhance collection efforts	Increase the number of delinquent accounts worked per day per collector to 105 in FY 2006-07 from 95 in FY 2005-06
ES8-4: Cohesive, standardized countywide financial systems and processes	Purchase a data warehouse for the Controller's Division (\$700,000)	Facilitate reporting and data management of financial information; create dashboard reports for management analysis
ES8-5: Effective County tax collection and property appraisal process	Purchase an Electronic Data Management System (EDMS) for the Tax Collector's Office (\$350,000)	Facilitate reporting and data management of tax payment information, thereby reducing staff time required to respond to taxpayer and other customer inquiries
ES8-5: Effective County tax collection and property appraisal process	Install a customer queuing system at Tax Collector service offices (\$40,000); redesign Tax Collector's Office employee office space (\$50,000)	Queuing system will enhance customer service by indicating available windows, allowing for language preference, and improving reporting functionality; office space redesign will improve utilization of limited workspace for employees
ES8-5: Effective County tax collection and property appraisal process	Procure a new interactive on-line occupational license processing system for the Occupational License Section of the Tax Collector's Office (\$200,000)	Enable Miami-Dade County businesses to purchase and renew occupational licenses on-line
ES8-5: Effective County tax collection and property appraisal process	Purchase a new tax system over three years to replace the current legacy system (\$5 million)	Improve connectivity to other County financial systems, enhance reporting capabilities, and reduce staff time required to research tax refunds



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ES8-5: Effective County tax collection and property appraisal process

Purchase a high-speed check and stub imaging machine for the Tax Collector's Office to replace the current microfilming process (\$50,000); complete the second phase of automating the mail and payment processing system in the Tax Collector's Office (\$25,000)

Increase processing speed and accuracy, reduce processing costs in terms of staff time and microfilm; enhance the ability of the mail and payment processing machines to manage all types of tax payments handled by the division

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REPORT 22: MARCH COMMITTEE REPORT (Revised)

Department: Finance

(\$ in 000s)

Department-wide Issues

- 1 Replace legacy systems and upgrade technology

Tax Collector's Office Issues

- 1 Replacement of tax collection and billing systems (\$2-8 million)
- 2 Review cashiering functions and system needs to improve Electronic Document Management System (EDMS) capabilities and electronic payments (credit and debit cards)
- 3 Continue organizational re-alignment and restructuring of operating units to increase efficiency and maximize resources.
- 4 Prepare for the proposed move to Overtown II scheduled for 2009-2010

Controller's Division Issues

- 1 Enhance and strengthen internal controls in accounts payable unit to expedite vendor payments.
- 2 Additional support and resources needed to continue effort for financial system replacement/ERP project.
- 1 Staff support for ERP implementation

## GENERAL DEPARTMENTAL FINANCIAL SUMMARY

## Department: Finance

(\$ in 000s)

## A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>									
PROP	Ad Valorem Fees	\$8,088	\$7,965	\$8,578	\$10,109	\$10,909	\$10,016	\$11,359	\$11,819
PROP	Bond Transaction Fees	\$1,081	\$1,408	\$880	\$1,234	\$814	\$645	\$1,023	\$1,145
PROP	Carryover	\$4,637	\$3,821	\$2,663	\$3,161	\$5,616	\$5,663	\$8,349	\$4,669
PROP	Credit and Collections	\$2,312	\$2,603	\$2,950	\$2,940	\$3,810	\$3,480	\$3,111	\$3,084
PROP	Local Business Tax Receipt	\$2,493	\$2,585	\$2,978	\$3,080	\$3,426	\$3,238	\$3,564	\$3,579
PROP	Other Revenues	\$1,675	\$1,826	\$1,788	\$1,937	\$2,130	\$2,296	\$2,309	\$2,458
PROP	Tourist Tax Fees	\$1,417	\$1,502	\$1,713	\$1,954	\$2,171	\$2,441	\$2,298	\$2,495
PROP	Auto Tag Fees	\$10,532	\$10,916	\$10,915	\$11,585	\$12,113	\$12,476	\$12,359	\$12,714
PROP	QNIP Bond Proceeds	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
FED	Federal Funds	\$317	\$289	\$357	\$370	\$481	\$593	\$593	\$667
<b>TOTAL REVENUE</b>		<b>\$32,652</b>	<b>\$33,015</b>	<b>\$32,922</b>	<b>\$36,470</b>	<b>\$41,570</b>	<b>\$40,948</b>	<b>\$45,065</b>	<b>\$42,730</b>
<b>EXPENDITURES</b>									
	Salary	\$12,391	\$13,229	\$14,022	\$15,828	\$16,332	\$18,199	\$18,759	\$19,681
	Overtime Salary	\$113	\$148	\$187	\$210	\$204	\$234	\$233	\$209
	Fringe	\$3,321	\$3,431	\$4,112	\$4,515	\$5,141	\$5,902	\$6,011	\$6,479
	Overtime Fringe	\$16	\$20	\$28	\$30	\$30	\$40	\$38	\$37
	Other Operating	\$6,640	\$4,617	\$5,630	\$5,209	\$7,071	\$8,416	\$8,408	\$8,350
	Capital	\$35	\$164	\$270	\$173	\$239	\$456	\$164	\$167
<b>TOTAL OPERATING EXPENDITURES</b>		<b>\$22,516</b>	<b>\$21,609</b>	<b>\$24,249</b>	<b>\$25,965</b>	<b>\$29,017</b>	<b>\$33,247</b>	<b>\$33,613</b>	<b>\$34,923</b>
	Debt Services	0	0	0	0	0	0	0	0
	Reserves	\$0	\$0	\$0	\$0	\$11	\$443	\$0	\$1,330
	Transfers	\$6,309	\$8,706	\$5,500	\$4,900	\$4,195	\$7,258	\$6,783	\$6,477
	Other Non-Operating	0	0	0	0	0	0	0	0
<b>TOTAL NON OPERATING EXPENDITURES</b>		<b>\$6,309</b>	<b>\$8,706</b>	<b>\$5,500</b>	<b>\$4,900</b>	<b>\$4,206</b>	<b>\$7,701</b>	<b>\$6,783</b>	<b>\$7,807</b>
<b>TOTAL EXPENDITURES</b>		<b>\$28,825</b>	<b>\$30,315</b>	<b>\$29,749</b>	<b>\$30,865</b>	<b>\$33,223</b>	<b>\$40,948</b>	<b>\$40,396</b>	<b>\$42,730</b>

REVENUES LESS EXPENDITURES	\$3,827	\$2,700	\$3,173	\$5,605	\$8,347	\$0	\$4,669	\$0	

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	326	336	351	348	347	353	355	355
Full-Time Positions Filled =	293	298	304	318	315		326	0
Part-time FTEs Budgeted =	16	18	9	9	6	4	14	14
Temporary FTEs Budgeted =	11	9	8	10	10	11	15	12

Activity: Bond Administration								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
Bond Transaction Fees	\$1,081	\$1,408	\$880	\$1,234	\$814	\$645	\$1,023	\$1,145
Carryover	\$371	\$592	\$721	\$644	\$948	\$990	\$694	\$395
Other Revenues	\$745	\$739	\$712	\$687	\$794	\$635	\$770	\$812
<b>TOTAL REVENUE</b>	<b>\$2,197</b>	<b>\$2,739</b>	<b>\$2,313</b>	<b>\$2,565</b>	<b>\$2,556</b>	<b>\$2,270</b>	<b>\$2,487</b>	<b>\$2,352</b>
<b>EXPENDITURES</b>								
Salary	\$950	\$1,165	\$1,220	\$1,171	\$1,349	\$1,377	\$1,430	\$1,417
Overtime Salary	\$0	\$3	\$1	\$2	\$2	\$3	\$3	\$3
Fringe	\$260	\$319	\$342	\$301	\$357	\$396	\$415	\$412
Overtime Fringe	\$0	\$1	\$0	\$0	\$0	\$1	\$0	\$0
Other Operating	\$396	\$145	\$106	\$143	\$155	\$362	\$239	\$255
Capital	\$0	\$1	\$0	\$0	\$0	\$5	\$5	\$5
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$1,606</b>	<b>\$1,634</b>	<b>\$1,669</b>	<b>\$1,617</b>	<b>\$1,863</b>	<b>\$2,144</b>	<b>\$2,092</b>	<b>\$2,092</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	\$0	\$0	\$0	\$0	\$0	\$126	\$0	\$260
Transfers	\$0	\$383	\$0	\$0	\$0	\$0	\$0	\$0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$1,606</b>	<b>\$2,017</b>	<b>\$1,669</b>	<b>\$1,617</b>	<b>\$1,863</b>	<b>\$2,270</b>	<b>\$2,092</b>	<b>\$2,352</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$591</b>	<b>\$722</b>	<b>\$644</b>	<b>\$948</b>	<b>\$693</b>	<b>\$0</b>	<b>\$395</b>	<b>\$0</b>

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	6	6	6	6	7	7	7	7
Full-Time Positions Filled =	6	6	6	6	7		7	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =					1	0	1	1

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Issue debt as required (100% = debt issued on time)	n/a	n/a	n/a	100%	100%	100%	100%	100%	ES8-1
Comments/Justification:									
Produce the County's annual report to bond holders by June 1st (100% = report completed on time)	n/a	n/a	n/a	100%	100%	100%	100%	100%	ES8-3
Comments/Justification:									
Number of debt service payments (workload measure)	n/a	n/a	n/a	345	357	417	417	445	ES8-1
Comments/Justification:									
Number of Sunshine State Government Finance Commission sessions attended (maximum of four/year)	n/a	n/a	n/a	4	4	4	4	4	ES8-3
Comments/Justification:									



Activity: Cash Management								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
Carryover	\$14	\$17	\$51	\$65	\$91	\$0	\$79	\$0
Other Revenues	\$930	\$1,087	\$1,076	\$1,250	\$1,336	\$1,661	\$1,539	\$1,646
<b>TOTAL REVENUE</b>	<b>\$944</b>	<b>\$1,104</b>	<b>\$1,127</b>	<b>\$1,315</b>	<b>\$1,427</b>	<b>\$1,661</b>	<b>\$1,618</b>	<b>\$1,646</b>
<b>EXPENDITURES</b>								
Salary	\$561	\$633	\$640	\$773	\$866	\$1,045	\$995	\$986
Overtime Salary	\$3	\$1	\$2	\$2	\$0	\$1	\$1	\$1
Fringe	\$139	\$147	\$169	\$200	\$242	\$266	\$271	\$306
Overtime Fringe	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Operating	\$223	\$265	\$247	\$245	\$237	\$344	\$346	\$273
Capital	\$1	\$7	\$4	\$4	\$3	\$5	\$5	\$5
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$927</b>	<b>\$1,053</b>	<b>\$1,062</b>	<b>\$1,224</b>	<b>\$1,348</b>	<b>\$1,661</b>	<b>\$1,618</b>	<b>\$1,571</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$75
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$927</b>	<b>\$1,053</b>	<b>\$1,062</b>	<b>\$1,224</b>	<b>\$1,348</b>	<b>\$1,661</b>	<b>\$1,618</b>	<b>\$1,646</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$17</b>	<b>\$51</b>	<b>\$65</b>	<b>\$91</b>	<b>\$79</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	4	4	5	6	6	6	6	6
Full-Time Positions Filled =	4	4	5	6	6		6	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =	2	1	0	1	1	1	1	1

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Compliance with Investment Policy and Guidelines (100% = full compliance)	n/a	n/a	n/a	100%	100%	100%	100%	100%	ES8-1
Comments/Justification:									
Percent rate of return on County investments	2.82%	1.82%	1.66%	2.65%	4.40%	3.25%	4.40%	4.25%	ES8-1
Comments/Justification:									

**Activity: Controller's Division****A) OPERATING BUDGET - REVENUES AND EXPENDITURES**

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base	
<b>REVENUE</b>									
Carryover	\$1,996	\$1,037	\$1,808	\$1,501	\$1,919	\$1,586	\$2,398	\$709	
Credit and Collections	\$2,312	\$2,603	\$2,950	\$2,940	\$3,810	\$3,480	\$3,111	\$3,084	
QNIP Bond Proceeds	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	
Federal Funds	\$317	\$289	\$357	\$370	\$481	\$593	\$593	\$667	
<b>TOTAL REVENUE</b>	<b>\$4,725</b>	<b>\$4,029</b>	<b>\$5,215</b>	<b>\$4,911</b>	<b>\$6,310</b>	<b>\$5,759</b>	<b>\$6,202</b>	<b>\$4,560</b>	
<b>EXPENDITURES</b>									
Salary	\$3,262	\$3,672	\$4,059	\$4,731	\$4,760	\$5,690	\$5,827	\$6,348	
Overtime Salary	\$43	\$64	\$63	\$95	\$131	\$123	\$118	\$123	
Fringe	\$851	\$936	\$1,196	\$1,331	\$1,502	\$1,807	\$1,866	\$2,070	
Overtime Fringe	\$6	\$8	\$9	\$13	\$20	\$22	\$21	\$22	
Other Operating	\$3,051	\$1,710	\$1,747	\$1,333	\$1,772	\$2,651	\$2,720	\$2,300	0
Capital	\$16	\$27	\$35	\$31	\$21	\$73	\$78	\$88	0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$7,229</b>	<b>\$6,417</b>	<b>\$7,109</b>	<b>\$7,534</b>	<b>\$8,206</b>	<b>\$10,366</b>	<b>\$10,630</b>	<b>\$10,951</b>	
Debt Services	0	0	0	0	0	0	0	0	
Reserves	\$0	\$0	\$0	\$0	\$0	\$121	\$0	\$291	
Transfers	\$0	\$261	\$700	\$100	\$600	\$1,031	\$831	\$0	
OthNonOper	0	0	0	0	0	0	0	0	
<b>TOTAL EXPENDITURES</b>	<b>\$7,229</b>	<b>\$6,678</b>	<b>\$7,809</b>	<b>\$7,634</b>	<b>\$8,806</b>	<b>\$11,518</b>	<b>\$11,461</b>	<b>\$11,242</b>	
<b>REVENUES LESS EXPENDITURES</b>	<b>\$-2,504</b>	<b>\$-2,649</b>	<b>\$-2,594</b>	<b>\$-2,723</b>	<b>\$-2,496</b>	<b>\$-5,759</b>	<b>\$-5,259</b>	<b>\$-6,682</b>	

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	99	109	123	119	120	124	126	126
Full-Time Positions Filled =	94	99	105	107	107		116	0
Part-time FTEs Budgeted =	2	2	2	3	3	2	7	7
Temporary FTEs Budgeted =	2	1	2	2	2	1	4	1

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Comply with IRS reporting requirements for 1099 forms, 941 and W2's (100% = full compliance)	n/a	n/a	n/a	100%	100%	100%	100%	100%	ES8-3
<b>Comments/Justification:</b>									
Percent of invoices paid within 45 days of receipt	n/a	n/a	n/a	87%	84%	85%	84%	85%	ES8-3
<b>Comments/Justification:</b>									
Number of accounts worked per collection agent per day	n/a	n/a	67	98	97	95	100	105	ES8-4
<b>Comments/Justification:</b>									
Develop County financial statements in accordance with Governmental Accounting Standards and post by 03/31 (100% = completed and posted on time)	n/a	n/a	n/a	100%	100%	100%	100%	100%	ES8-3
<b>Comments/Justification:</b>									
Percent of vendor disbursements made via Automated Clearing House (ACH)*	33%	43%	55%	54%	58%	55%	58%	56%	ES8-4
<b>Comments/Justification:</b> Automated Clearing House (ACH) is the process to electronically transmit a payment directly to the vendor's bank account									

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)													
PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
2	Payroll Personnel Support	0	0	155	155	116	39	0	0	No	No	3	ES8-3
COMMENTS/JUSTIFICATION: These positions will deal with garnishments and payroll related research and increased reporting requirements.													

<b>Activity: Director's Office</b>								
<b>A) OPERATING BUDGET - REVENUES AND EXPENDITURES</b>								
	<b>FY 2001-02</b>	<b>FY 2002-03</b>	<b>FY 2003-04</b>	<b>FY 2004-05</b>	<b>FY 2005-06</b>	<b>FY 2006-07</b>	<b>FY 2006-07</b>	<b>FY 2007-08</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projection</b>	<b>Base</b>
<b>REVENUE</b>								
<b>TOTAL REVENUE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENDITURES</b>								
Salary	\$561	\$463	\$468	\$545	\$465	\$579	\$589	\$610
Overtime Salary	\$5	\$6	\$3	\$7	\$0	\$0	\$0	\$0
Fringe	\$106	\$61	\$84	\$93	\$86	\$118	\$122	\$128
Overtime Fringe	\$1	\$1	\$1	\$1	\$0	\$0	\$0	\$0
Other Operating	\$24	\$-19	\$11	\$-11	\$68	\$89	\$76	\$80
Capital	\$0	\$1	\$10	\$4	\$3	\$5	\$5	\$5
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$697</b>	<b>\$513</b>	<b>\$577</b>	<b>\$639</b>	<b>\$622</b>	<b>\$791</b>	<b>\$792</b>	<b>\$823</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$697</b>	<b>\$513</b>	<b>\$577</b>	<b>\$639</b>	<b>\$622</b>	<b>\$791</b>	<b>\$792</b>	<b>\$823</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$-697</b>	<b>\$-513</b>	<b>\$-577</b>	<b>\$-639</b>	<b>\$-622</b>	<b>\$-791</b>	<b>\$-792</b>	<b>\$-823</b>



B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	7	7	7	7	7	7	7	7
Full-Time Positions Filled =	7	6	7	6	0		0	0
Part-time FTEs Budgeted =	0	0	0	0	0	0	0	0
Temporary FTEs Budgeted =	1	1	0	1	0	0	0	0

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Turnover Rate (Departmentwide)	n/a	14%	6%	1%	.81%	2%	2%	2%	ES5-2
<b>Comments/Justification:</b>									

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
1	Personnel Support Technician for the Human Resources Section.	0	0	68	68	51	17	0	0	No	No	1	ES8-3

COMMENTS/JUSTIFICATION: This position will assist with a variety of specialized personnel admin functions for over 353 employees.

Activity: Tax Collector's Office								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
Ad Valorem Fees	\$8,088	\$7,965	\$8,578	\$10,109	\$10,909	\$10,016	\$11,359	\$11,819
Auto Tag Fees	\$10,532	\$10,916	\$10,915	\$11,585	\$12,113	\$12,476	\$12,359	\$12,714
Carryover	\$2,256	\$2,175	\$83	\$951	\$2,658	\$3,087	\$5,178	\$3,565
Local Business Tax Receipt	\$2,493	\$2,585	\$2,978	\$3,080	\$3,426	\$3,238	\$3,564	\$3,579
Tourist Tax Fees	\$1,417	\$1,502	\$1,713	\$1,954	\$2,171	\$2,441	\$2,298	\$2,495
<b>TOTAL REVENUE</b>	<b>\$24,786</b>	<b>\$25,143</b>	<b>\$24,267</b>	<b>\$27,679</b>	<b>\$31,277</b>	<b>\$31,258</b>	<b>\$34,758</b>	<b>\$34,172</b>
<b>EXPENDITURES</b>								
Salary	\$7,057	\$7,296	\$7,635	\$8,608	\$8,892	\$9,508	\$9,918	\$10,320
Overtime Salary	\$62	\$74	\$118	\$104	\$71	\$107	\$111	\$82
Fringe	\$1,965	\$1,968	\$2,321	\$2,590	\$2,954	\$3,315	\$3,337	\$3,563
Overtime Fringe	\$9	\$10	\$18	\$16	\$10	\$17	\$17	\$15
Other Operating	\$2,946	\$2,516	\$3,519	\$3,499	\$4,839	\$4,970	\$5,027	\$5,442
Capital	\$18	\$128	\$221	\$134	\$212	\$368	\$71	\$64
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$12,057</b>	<b>\$11,992</b>	<b>\$13,832</b>	<b>\$14,951</b>	<b>\$16,978</b>	<b>\$18,285</b>	<b>\$18,481</b>	<b>\$19,486</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	\$0	\$0	\$0	\$0	\$11	\$196	\$0	\$704
Transfers	\$6,309	\$8,062	\$4,800	\$4,800	\$3,595	\$6,227	\$5,952	\$6,477
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$18,366</b>	<b>\$20,054</b>	<b>\$18,632</b>	<b>\$19,751</b>	<b>\$20,584</b>	<b>\$24,708</b>	<b>\$24,433</b>	<b>\$26,667</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$6,420</b>	<b>\$5,089</b>	<b>\$5,635</b>	<b>\$7,928</b>	<b>\$10,693</b>	<b>\$6,550</b>	<b>\$10,325</b>	<b>\$7,505</b>

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	210	210	210	210	207	209	209	209
Full-Time Positions Filled =	182	183	181	193	195		197	
Part-time FTEs Budgeted =	14	16	7	6	3	2	7	7
Temporary FTEs Budgeted =	6	6	6	6	6	9	9	9

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Percent complete of initiative to increase customer awareness of Tax Collector services	n/a	n/a	n/a	n/a	70	85%	85%	95%	ES8-5
<b>Comments/Justification:</b> Includes the following activities: create overall rating of objective based activities, improve design tax bills, continue to improve design of auto tag mail renewal notice, expand outreach and availability of information, enhance on-line tax payment services, develop tangible personal property website (now complete), investigate acceptance of tax payments by credit and debit card.									
Percent complete of initiative to improve payments processing systems	n/a	n/a	n/a	n/a	25%	50%	70%	85%	ES8-5
<b>Comments/Justification:</b> Includes the following activities: achieve Check 21 compliance, procure and implement a new tax collection system, and investigate point-of-sale technology.									
Percent complete of initiative to enhance Auto Tag customer service by improving guidelines	n/a	n/a	n/a	n/a	60%	75%	75%	95%	ES8-5
<b>Comments/Justification:</b> Includes the following activities: complete "Fast Title" Program (complete), conduct a pilot to process auto tag registration renewals on the high speed payments processor (complete), develop business standard guidelines for private auto tag agencies, modernize and refurbish the auto tag inventory warehouse.ic (this initiative is subject to future action by the State Department of Transportation), reduce processing errors in private auto tag agencies, and review auto tag administrative policies and ordinances									
Percent complete of initiative to enhance customer service through improved facilities	n/a	n/a	n/a	n/a	50%	65%	65%	80%	ES8-5
<b>Comments/Justification:</b> Includes the following activities: renovate public service office at South Dade Government Center (now complete),investigate providing regional offices, work with the Government Information Center's 311 Answer Center to expand and increase customer services									
Percent complete of initiative to refine the Tax Collector's organizational alignment	n/a	n/a	n/a	n/a	30%	60%	60%	90%	ES8-5
<b>Comments/Justification:</b> Includes the following activities: create a business tax section, review lockbox function, review management information systems, and conduct a comprehensive review of the local business tax section									
Transient Lodging Taxes collected (in millions)	\$40.845	\$43.840	\$50.408	\$58.725	\$67.200	\$60.085	\$65.985	\$69.529	ES8-5
<b>Comments/Justification:</b>									

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)													
PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
1	Theare are no proposed enhancements in the Tax Collector's Office for 2007- 08	0	0	0	0	0	0	0	0	Yes	No	0	ED1-1
COMMENTS/JUSTIFICATION:													

PAYMENTS TO AND FROM OTHER DEPARTMENTS

Department: Finance

(\$ in 000s)

**PAYMENTS TO BE MADE TO OTHER DEPARTMENTS FROM FINANCE**

Department(to)	Reason and Source	Confirmed?	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
Strategic Business Management	Office of Strategic Business Management - Bond Administration Support	No	\$175	\$175	\$175	\$175	\$175	\$175	\$175	\$175
County Attorney's Office	County Attorney's Office - Legal Services	No	\$400	\$400	\$450	\$450	\$450	\$450	\$450	\$450
Board of County Commissioners	Board of County Commissioners - Office of Commission Auditor	No	\$120	\$16	\$16	\$16	\$16	\$16	\$16	\$16
County Manager's Office	County Manager's Office	No	\$0	\$112	\$104	\$0	\$0	\$0	\$0	\$0
Capital Outlay Reserve	Capital Outlay Reserve Fund - Pay-as-you-go Capital Projects	No	\$5,879	\$8,706	\$5,500	\$4,800	\$4,195	\$4,800	\$4,800	\$4,800
Communications	Communications Department - Community Periodical Program	No	\$0	\$0	\$0	\$10	\$10	\$10	\$10	\$10
Total Transfer to other Departments			\$6,574	\$9,409	\$6,245	\$5,451	\$4,846	\$5,451	\$5,451	\$5,451

**PAYMENTS TO BE MADE FROM OTHER DEPARTMENTS TO FINANCE**

Department(from)	Reason and Source	Confirmed?	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
Non-Departmental	QNIP Accounting Support - Capital Funds	No	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Metropolitan Planning Organization	Accounting Support - Federal/State Grants	No	\$38	\$38	\$38	\$38	\$38	\$38	\$38	\$38
Tourist Development Taxes	Accounting Support - TDT Fund	No	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
Total Transfer from other Departments			\$158	\$158	\$158	\$158	\$158	\$158	\$158	\$158

may include capital funds as well



SELECTED LINE ITEM HIGHLIGHTS

Department: Finance

(\$ in 000s)

Line Item Highlight	Subobject(s)	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Submission
Contract Temporary Employee Costs	21510	\$251	\$293	\$336	\$238	\$438	\$175	\$357	\$259
Rent	25190	\$143	\$137	\$137	\$137	\$1,144	\$1,259	\$1,374	\$1,566
Payment to Strategic Business Management	00180/01092	\$175	\$175	\$175	\$175	\$175	\$175	\$175	\$175
Payment to County Attorney	00180/01092	\$400	\$400	\$450	\$450	\$450	\$450	\$450	\$450
Payment to BCC	00180/01092	\$120	\$16	\$16	\$16	\$16	\$16	\$16	\$16
Payment to County Manager's Office	00180/01092	\$0	\$112	\$104	\$0	0	\$0	\$0	\$0
Transfer to Capital Outlay Reserve Fund for Pay-as-you-go Capital Projects	53231	\$5,879	\$8,706	\$5,500	\$4,800	\$4,195	\$4,800	\$4,800	\$4,800
Transfer to Finance Technology Improvement Fund	57000	\$0	\$0	\$0	\$0	\$0	\$2,458	\$1,983	\$1,677
Travel Costs	31210/31215/31220	\$105	\$59	\$64	\$88	\$79	\$112	\$111	\$116

CAPITAL FUNDED REQUESTS REVENUE SUMMARY												
(\$ in 000s)												
2007-08 Proposed Capital Budget and Multi-Year Capital Plan												
DEPARTMENT:								Finance				
		2006-07	PRIOR	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	FUTURE		TOTAL
Other County Sources												
	Operating Revenue	965	815	3,430	3,895	450	0	0	0	0		8,590
	Total:	965	815	3,430	3,895	450	0	0	0	0		8,590
	Department Total:	965	815	3,430	3,895	450	0	0	0	0		8,590

## CAPITAL FUNDED REQUESTED EXPENDITURE SUMMARY

(\$ in 000s)

## 2007-08 Proposed Capital Budget and Multi-Year Capital Plan

## Enabling Strategies

	PRIOR	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	FUTURE	TOTAL
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## Computer and Systems Automation

CHECK IMAGING HARDWARE - TAX COLLECTOR	15	35	0	0	0	0	0	0	50
DATA WAREHOUSE	200	500	0	0	0	0	0	0	700
ELETRONIC DATA MANAGEMENT SYSTEM	0	100	250	0	0	0	0	0	350
NEW CASHIERING SYSTEM FOR TAX COLLECTOR PUBLIC SERVICE OFFICES	0	0	50	250	0	0	0	0	300
PAYMENT PROCESSOR HARDWARE	25	200	200	0	0	0	0	0	425
REPLACE TAX SYSTEM	100	1,785	3,115	0	0	0	0	0	5,000

## Computer Equipment

FINANCE TECHNOLOGY IMPROVEMENT FUND	200	200	200	200	0	0	0	0	800
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## Departmental Information Technology Projects

LOCAL BUSINESS TAX SYSTEM UPGRADE	50	0	0	0	0	0	0	0	50
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## Facility Improvements

AUTO TAG WAREHOUSE RENOVATION	40	60	0	0	0	0	0	0	100
QUEUING SYSTEM - TAX COLLECTOR	0	0	80	0	0	0	0	0	80
REDESIGN/UPDATE OFFICE SPACE - TAX COLLECTOR	50	100	0	0	0	0	0	0	150

## Improvements to County Processes

Department Total:	680	2,980	3,895	450	0	0	0	0	8,005

## **General Services Administration**

# **General Services Administration**

## **STRATEGIC PLANNING PRIORITIES AND BUDGET HIGHLIGHTS**

### **Enabling Strategies**

<b>Desired Outcome</b>	<b>Highlights</b>	<b>Performance Impact</b>
ES1-2: Conveniently accessed and easy-to-use services	Expand hours of operation at the Fleet Management Division maintenance shops and increase the amount of technical work done at the shops (twelve positions)	Complete 80 percent of preventive maintenance vehicle inspections within 48 hours of the vehicle drop-off; reduce the use of overtime (\$500,000); and reduce vehicle downtime for equipment needing air conditioning and weld repairs
ES3-3: "Best-value" goods and services (price, quality, terms and conditions)	Provide cost effective security services	Continue to reduce management fee for security contracts to six percent in FY 2006-07 from seven percent in FY 2005-06 and eight percent in FY 2004-05, while maintaining the current level of service
ES3-3: "Best-value" goods and services (price, quality, terms and conditions)	Complete a review of fee structure to ensure that real estate, architectural, design, and construction services to County departments are provided at a competitive price	Reduce real estate lease management fee on all new and renewal leases to four percent from eight percent; implement the revised fee structure for the Construction Management and Renovation Division to properly align costs with activities while equitably distributing overhead expenditures to the proper capital development projects
ES4-2: Available, reliable systems	Implemented a power generator emergency maintenance program in FY 2005-06 that incorporates technical assistance from the GSA Fleet Services Division and expands the Generator Maintenance Team (\$50,000 and one position)	Enhance reliability of 240 back-up power generators to minimize the risk of service interruptions during power blackouts by training vehicle maintenance staff to work on power generators; improve the cycle of maintenance for power generating equipment with the added Generator Mechanic and augment the generator maintenance team with selected Fleet Maintenance Mechanics during periods of extreme need
ES4-6: County processes improved through information technology	Implement an Internet based preventive maintenance scheduling and tracking system for the Fleet Management Division	Provide Fleet Management customers the ability to schedule services on-line and track vehicle repair status; provide Fleet Management system customers with an additional resource management tool

ES4-6: County processes improved through information technology	Design and implement an Internet accessible contractor insurance certificate tracking system	Provide contract management staff throughout the County updated information and customized reports pertaining to contractor insurance status in order to minimize contractor payment delays due to insurance lapses
ES4-6: County processes improved through information technology	Implement the Enterprise Asset Management System application for the Construction Management and Renovation Services (CMRS) and the Facilities and Utilities Management Division (FUMD) (\$550,000)	Provide CMRS and FUMD customers updated information about building renovations, construction, and service tickets; present transparent billing information; and track building repair and condition reports
ES5-4: Workforce skills to support County priorities (e.g. leadership, customer service, fiscal problem-solving technology, etc.)	Provide training to planning and design personnel at the Construction Management and Renovation Services Division to acquire Leadership in Energy and Environmental Design certification	Design and build facilities that meet the United States Green Building Council common standard of measurement for green construction (buildings that make efficient use of resources and are environmentally friendly)
ES6-1: Safe, convenient and accessible facilities planned and built ready to meet needs	Manage construction of 37 scheduled Building Better Communities (BBC) Bond Program projects for several departments over the next 15 years (\$508 million total, \$10.39 million in FY 2006-07 and eight positions)	Deliver new and improved County facilities that provide various services to the community while improving safety, security, accessibility, and efficiency (i.e. North Dade Government Center, Krome and Pre-Trial detention centers, Miami-Dade Police Department Northwest Station, and the Department of Human Services Wynwood and Culmer Neighborhood service centers)
ES6-1: Safe, convenient and accessible facilities planned and built ready to meet needs	Provide architectural, design, and construction services to County departments (three positions funded from projects \$210,000)	Complete plans for three new libraries and begin construction on two; continue to work on the smoke evacuation system at Turner Guilford Knight Detention Center; and continue project management of the Overtown Transit Village and Children's Courthouse facilities
ES6-4: Well-maintained facilities	Expand the Preventive Maintenance Team in the Facilities and Utilities Management Division to increase targeted building preventive maintenance (\$255,000 and four positions)	Improve the appearance of GSA managed and operated facilities through focused maintenance and repair activity; reduce service ticket requests through increased preventive maintenance

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ES6-4: Well-maintained facilities	Establish a Work Order and Service Ticket Fund for the maintenance and repair of GSA managed properties	Allocate \$4.5 million in operating expenses to ensure funding for the completion of projects such as roof repairs, carpet replacements, building waterproofing, security upgrades, painting, sidewalks, and other repair and maintenance
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REPORT 22: MARCH COMMITTEE REPORT (Revised)

Department: General Services Administration

(\$ in 000s)

Department-wide Issues

N/A

Administration Issues

- 1 Construct or acquire a parking facility to accommodate downtown parking needs.
- 2 Address parking shortage in the Civic Center area.

Risk Management Issues

- 2 Alternatives for health, property insurance

Design & Construction Services Issues

- 1 Finalize permanent site selection for relocation of Trade Shop facility due to FDOT's Bridge Construction program. Temporary site leased, still need permanent site.
- 2 Conversion of Temporary staff to FTEs, per County A.O. 7-35.
- 1 Difficulty in recruiting project managers and trades staff to handle the workload.

Fleet Management Issues

- 1 Purchase and implementation of Fleet Management software to consolidate operational data and provide better, more timely management control and information.
- 1 Increase in the number of DSWM vehicles and other heavy equipment in the fleet will necessitate an increase in positions. Continued analysis will determine the need for additional supervisory personnel in the event of a need for a third shift.
- 1 Need to move the Heavy Fleet shop from the South Dade Government Center, looking at Homestead Air Reserve Base as possible new site
- 2 As a result of the upcoming construction of the Miami Intermodal Center (MIC) line, the New Car Get Ready operation situated at Earlington Heights MetroRail Parking Garage will have to be relocated. A potential site at the Homestead Airforce Base has been identified.

Facilities & Utilities Management Issues

- 1 Implementation of Phase 2 of the Employee Wellness Center
- 2 Proposed reductions to electronic security screening at SPCC
- 2 Homestead Air Reserve Base - need funding for site master planning, day-to-day operation, capital and operating budgets
- 3 Operating expense impact of nightly and weekend FIU classes in SPCC
- 4 Funding for interim operating and maintenance of former Coast Guard Base housing development
- 5 Funding for Light Speed interim operating and maintenance expense
- 1 Priority and funding for development and implementation of Security, Survivability, and Interoperability Master Plan (SSIMP)

Real Estate Development Issues

- 1 Sufficient staff to handle to Infill Housing Program



GENERAL DEPARTMENTAL FINANCIAL SUMMARY									
Department: General Services Administration									
(\$ in 000s)									
A) OPERATING BUDGET - REVENUES AND EXPENDITURES									
		FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE									
CW	General Fund Countywide	\$15,087	\$15,936	\$15,562	\$17,915	\$19,880	\$25,142	\$23,450	\$25,892
CW	Other Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$1,911	\$3,486
UMSA	General Fund UMSA	\$1,475	\$1,557	\$1,488	\$686	\$8,434	\$10,766	\$9,943	\$10,562
UMSA	Other Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$819	\$1,494
PROP	Carryover	\$7,076	\$6,834	\$10,779	\$15,293	\$23,370	\$14,743	\$27,342	\$1,271
PROP	External Fees	\$315	\$605	\$712	\$1,157	\$2,178	\$1,694	\$4,891	\$5,191
PROP	Miscellaneous	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
INTERTRNF	Interagency Transfers	\$0	\$0	\$5,463	\$4,500	\$0	\$600	\$600	\$0
INTERTRNF	Internal Service Charges	\$146,755	\$155,987	\$155,485	\$172,429	\$190,193	\$210,198	\$211,499	\$215,141
INTERTRNF	Intradepartmental Transfers	\$0	\$280	\$0	\$0	\$0	\$0	\$0	\$0
INTERTRNF	Proprietary Fees	\$0	\$0	\$0	\$0	\$865	\$1,158	\$200	\$200
INTERTRNF	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$150	\$50
FED	Federal Grants	\$0	\$0	\$0	\$0	\$0	\$600	\$600	\$0
TOTAL REVENUE		\$170,708	\$181,199	\$189,489	\$211,980	\$244,920	\$264,901	\$281,405	\$263,287
EXPENDITURES									
	Salary	\$31,604	\$32,250	\$34,864	\$38,544	\$40,907	\$47,907	\$46,416	\$48,728
	Overtime Salary	\$2,281	\$2,541	\$2,881	\$3,020	\$3,008	\$2,040	\$2,644	\$2,659
	Fringe	\$8,721	\$8,666	\$10,246	\$10,959	\$12,878	\$15,678	\$14,959	\$16,319
	Overtime Fringe	\$355	\$348	\$451	\$472	\$491	\$354	\$430	\$463
	Other Operating	\$95,801	\$96,394	\$99,049	\$105,858	\$126,822	\$129,254	\$147,328	\$149,463
	Capital	\$22,895	\$24,499	\$13,129	\$23,834	\$22,324	\$47,996	\$52,124	\$31,130
TOTAL OPERATING EXPENDITURES		\$161,657	\$164,698	\$160,620	\$182,687	\$206,430	\$243,229	\$263,901	\$248,762
	Debt Services	\$0	\$221	\$427	\$461	\$4,487	\$11,437	\$11,437	\$6,002
	Reserves	\$0	\$0	\$0	\$0	\$0	\$7,926	\$3,355	\$5,868
	Transfers	\$2,933	\$5,365	\$13,148	\$6,276	\$4,431	\$2,000	\$2,375	\$2,453
	Other Non-Operating	0	0	0	0	0	0	0	0
TOTAL NON OPERATING EXPENDITURES		\$2,933	\$5,586	\$13,575	\$6,737	\$8,918	\$21,363	\$17,167	\$14,323
TOTAL EXPENDITURES		\$164,590	\$170,284	\$174,195	\$189,424	\$215,348	\$264,592	\$281,068	\$263,085
REVENUES LESS EXPENDITURES		\$6,118	\$10,915	\$15,294	\$22,556	\$29,572	\$309	\$337	\$202

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	762	745	770	805	815	858	857	857
Full-Time Positions Filled =	744	735	749	771	361		843	0
Part-time FTEs Budgeted =	13.5	13.5	13.5	19.62	5.65	17.75	20.5	21.94
Temporary FTEs Budgeted =	0.33	0.2	0.35	6.75	25.5	30.3	39	34.8

**Activity: Administration****A) OPERATING BUDGET - REVENUES AND EXPENDITURES**

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Fund UMSA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Carryover	\$737	\$839	\$491	\$854	\$1,733	\$814	\$2,522	\$1,447
Internal Service Charges	\$2,804	\$2,810	\$2,867	\$4,329	\$3,672	\$2,723	\$3,373	\$3,120
<b>TOTAL REVENUE</b>	<b>\$3,541</b>	<b>\$3,649</b>	<b>\$3,358</b>	<b>\$5,183</b>	<b>\$5,405</b>	<b>\$3,537</b>	<b>\$5,895</b>	<b>\$4,567</b>
<b>EXPENDITURES</b>								
Salary	\$2,468	\$2,935	\$2,723	\$2,782	\$2,649	\$3,341	\$3,188	\$3,604
Overtime Salary	\$25	\$31	\$20	\$32	\$24	\$30	\$36	\$37
Fringe	\$664	\$641	\$732	\$735	\$782	\$980	\$961	\$1,111
Overtime Fringe	\$4	\$4	\$3	\$4	\$8	\$4	\$12	\$12
Other Operating	\$877	\$745	\$849	\$1,167	\$1,393	\$1,932	\$2,982	\$2,631
Capital	\$90	\$185	\$161	\$566	\$244	\$73	\$626	\$22
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$4,128</b>	<b>\$4,541</b>	<b>\$4,488</b>	<b>\$5,286</b>	<b>\$5,100</b>	<b>\$6,360</b>	<b>\$7,805</b>	<b>\$7,417</b>
Debt Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$32
Reserves	\$0	\$0	\$0	\$0	\$0	\$400	\$0	\$422
Transfers	\$547	\$532	\$337	\$604	\$400	\$0	\$75	\$153
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$4,675</b>	<b>\$5,073</b>	<b>\$4,825</b>	<b>\$5,890</b>	<b>\$5,500</b>	<b>\$6,760</b>	<b>\$7,880</b>	<b>\$8,024</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$-1,134</b>	<b>\$-1,424</b>	<b>\$-1,467</b>	<b>\$-707</b>	<b>\$-95</b>	<b>\$-3,223</b>	<b>\$-1,985</b>	<b>\$-3,457</b>

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	53	54	54	55	57	59	59	59
Full-Time Positions Filled =	53	54	54	55			57	
Part-time FTEs Budgeted =	2.5	2.5	2.5	2.62	2.65	3.75	4.5	5.94
Temporary FTEs Budgeted =	0.33	0.2	0.35	0.75	0	0.3	1	0.3

**D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)**

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Percent of surveyed customers stating that they are satisfied with parking services	N/A	N/A	90%	92%	90%	93%	93%	93%	ES1-4
<b>Comments/Justification:</b> Parking customers are the reason we exist in this business; if they are dissatisfied with our service, then we must either correct that dissatisfaction or leave the business. We want to 'Deliver Excellence Every Day' so we annually survey of patrons and respond to their concerns.									
Establish and increase reserves (\$'000) for facility improvements or acquisition	N/A	N/A	N/A	N/A	N/A	\$400	\$0	\$422	ES6-4
<b>Comments/Justification:</b> Many of our facilities are in need of repair. Funds are being set aside to accomplish that as well as to provide seed money for the replacement of lost capacity.									
Replace parking and accounting equipment - percent of equipment replaced	N/A	N/A	N/A	N/A	N/A	75%	75%	100%	ES6-4
<b>Comments/Justification:</b> Prudent fiscal management requires that steps be taken to assure all revenues earned are in fact collected. Extant equipment does little to inspire such confidence. Without good activity reporting, management cannot produce the level of reports required for planning and budgeting.									
Percent of information requests from citizens completed within 21 days	N/A	N/A	N/A	75%	73.5%	80%	80%	85%	ES2-1
<b>Comments/Justification:</b>									
Resolve 80% of IT service calls within 24 business hours - percent achieved	N/A	N/A	55%	70%	80%	80%	80%	80%	ES4-3
<b>Comments/Justification:</b> Many calls to the IT Service Desk can be resolved within 24 business hours. Our goal is to remotely resolve as many calls as possible thereby increasing staff efficiency and minimizing user downtime.									
Increase user satisfaction with IT services - percent of users stating that they are satisfied with IT services	N/A	N/A	N/A	N/A	100%	90%	90%	90%	ES4-1
<b>Comments/Justification:</b> IT services the department in a multiplicity of roles. It is important to know that those services are being well received and that they are what the customers want. Users will be surveyed to determine their satisfaction level and corrective measures taken as appropriate.									
Expedite Tables of Organization to divisions - number of business days	N/A	N/A	9	7	8	6	6	6	ES5-1
<b>Comments/Justification:</b> Recruitment is a lengthy process Countywide. If we speed up vacancy information to the divisions, they could shave a few days off each recruitment thereby hastening the hiring of qualified personnel.									
Reduce time to notify job applicants of their recruitment status - number of days after receipt of an applicant list/resumes from ERD	N/A	N/A	31	29	28	27	27	27	ES5-1
<b>Comments/Justification:</b> Job applicants need to know their status as soon as possible. We need to notify them promptly when they have not been selected for an interview, when and where they have been scheduled, and what the outcome of their interview was.									
Create an online system allowing the divisions to view and track their recruitment status - percent of system completed	N/A	N/A	N/A	N/A	30%	95%	100%	100%	ES5-1
<b>Comments/Justification:</b> Departmental staff bombards the Personnel Section with calls and visits related to recruitment. An online, real-time system will keep them abreast of exactly where a recruitment is and will eliminate many of the walk-ins now experienced.									

Create and implement an online employee satisfaction survey - percent of system completed	N/A	N/A	N/A	N/A	0	75%	75%	90%	ES5-2
<b>Comments/Justification:</b> The retention of good employees is a goal of every employer. A Succession Planning Program will help to identify employees with promotable potential and will assist in their development and retention.									
Develop an Succession Planning Program so that skills and talents cultivated and retained in the department - percent of program completed	N/A	N/A	N/A	N/A	N/A	50%	50%	100%	ES5-2
<b>Comments/Justification:</b>									
Percent of invoices paid within 30 days of receipt	N/A	N/A	75%	85%	85%	88%	88%	90%	ES8-3
<b>Comments/Justification:</b> Vendors rely on the Prompt Payment Act and County contract terms to receive timely payments of their invoices. It is hoped that rapid turnaround time of their invoices will reduce their cost of capital and lower their bid prices on subsequent contracts.									
Average number of days to process an invoice	N/A	N/A	21	12.8	4	7	7	7	ES8-3
<b>Comments/Justification:</b> Paying invoices within 30 days helps vendors and the County and may lower contract prices.									
Reduce prior year's accounts receivable by 80% - percent of receivables reduced	N/A	N/A	N/A	N/A	97%	80%	80%	80%	ES8-3
<b>Comments/Justification:</b> Revenue collections are very important to cashflow. Failure to collect receivables can lead to debt write-offs and inefficient cash management.									

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
1	Add 2 Systems Analyst/Programmer 2 positions	0	0	150	150	117	33	0	0	No	No	2	ES1-4

COMMENTS/JUSTIFICATION: GSA has been using a contract programmer for more than a year to attend to many of the State of Florida required fixes and enhancement to our Elevator Tracking System. Those needs and other departmental requirements could only be addressed if the position is retained. Temporary costs are almost double what a full-time position would cost. In order to immediately reduce costs, GSA has used another critical vacancy to fill this void. However, GSA needs to replace that vacancy as it is the main programmer for our legacy AS/400 systems which are currently being attended on a crisis basis. GSA also needs another SAP2 position to assist with the creation and implementation of many other automation projects like reverse auctioning, security guard tracking and incident log, upgrades to the real estate database, migration and conversion of the Infill Housing (mega) spreadsheet into a relational database, web-based FPL bill processing, special leave tracking system, upgrades to the FRS application, SIU Restitution and Quality Assurance applications, employee plan complaints and exceptions to name a few.

1	Personnel Specialist 3	0	0	76	76	60	17	0	0	No	No	1	ES5-4
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COMMENTS/JUSTIFICATION: THE OFFICE OF FAIR EMPLOYMENT PRACTICES IS ASSIGNING THE INVESTIGATION OF COMPLAINTS, INCLUDING CONFLICT RESOLUTIONS, TO THEIR DEPARTMENTAL CLIENTS. OFEP WILL ONLY HANDLE COMPLEX CASES OR THE ONES THAT ARE FORWARDED TO THEM DUE TO SENSITIVITY. THE CLAIM THAT THEY ARE NOT PROPERLY STAFFED AND THE ASSIGNMENT OF LIABILITY EXPOSURE AT THE DEPARTMENTAL LEVEL MAKE IT ENCUMBENT UPON DEPARTMENTS TO HAVE AND TRAIN STAFF COMMITTED AND DEDICATED TO THIS WORK. EXTANT STAFF IS UNABLE TO ACCEPT AND EFFECTIVELY PERFORM THOSE TASKS WITH ANY DEGREE OF CONSISTENCY. SINCE THE LIABILITY EXPOSURE IS INFINITE, THE NEED TO ACQUIRE THIS EXPERTISE IS PARAMOUNT. THIS POSITION WILL ALSO FUNCTION AS THE ASSISTANT PERSONNEL MANAGER, BE RESPONSIBLE FOR ALL TRAINING, TUITION REFUND COORDINATION AND ASSIST WITH LABOR RELATIONS ISSUES.

2	Add a Senior Systems Analyst Programmer for DCSD's EAMS Implementation	0	0	86	86	66	18	0	2	No	No	1	ES4-3
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COMMENTS/JUSTIFICATION: AS EAMS PROGRESSES, IT IS CLEAR THAT THE SOLE SENIOR SYSTEMS ANALYST PROGRAMMER WILL NOT BE ABLE TO COORDINATE AND WORK EFFECTIVELY TO IMPLEMENT EAMS IN THE FACILITIES & UTILITIES DIVISION AS WELL AS THE DESIGN & CONSTRUCTION SERVICES DIVISION. WE ARE EMPLOYING EXTREME PRODUCTION ECONOMIES AND ARE UTILIZING ONLY AS MANY STAFF AS THE PHASE ABSOLUTELY REQUIRES. THEREFORE, AT THIS PHASE OF THE PROJECTS, WE ARE REQUESTING A SENIOR SYSTEMS ANALYST PROGRAMMER TO TAKE OVER THE DAY-TO-DAY COORDINATION OF EAMS IN THE DESIGN & CONSTRUCTION SERVICES DIVISION. THE CURRENT SENIOR SYSTEMS ANALYST PROGRAMMER WILL CONTINUE IMPLEMENTATION IN THE FACILITIES & UTILITIES MANAGEMENT DIVISION.

3	Add a Network Manager 1 to cope with the huge demands for hardware and software services.	0	0	80	80	61	17	0	2	No	No	1	ES4-3
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COMMENTS/JUSTIFICATION: There are now more than 500 network users in the department and that number is expected to increase as GSA becomes more automated and accessible to citizens. New installations have to wait until staff can attend to current users whose systems have malfunctioned or been broken so that efficiency and productivity do not suffer irreparable degradation. At least one more Network Manager is sorely needed to minimize user downtime. The help desk receives more than 30 calls daily in addition to the many walk-ins with service requests.

Activity: Design & Construction Services								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
Carryover	\$269	\$449	\$3,464	\$2,336	\$1,539	\$954	\$1,471	\$2,357
Internal Service Charges	\$22,726	\$26,738	\$26,531	\$21,099	\$27,859	\$24,730	\$33,885	\$30,608
<b>TOTAL REVENUE</b>	<b>\$22,995</b>	<b>\$27,187</b>	<b>\$29,995</b>	<b>\$23,435</b>	<b>\$29,398</b>	<b>\$25,684</b>	<b>\$35,356</b>	<b>\$32,965</b>
<b>EXPENDITURES</b>								
Salary	\$4,533	\$4,919	\$5,360	\$5,723	\$6,278	\$7,910	\$8,081	\$8,094
Overtime Salary	\$172	\$213	\$177	\$172	\$172	\$102	\$102	\$102
Fringe	\$1,328	\$1,213	\$1,618	\$1,643	\$2,065	\$2,594	\$2,607	\$2,642
Overtime Fringe	\$25	\$28	\$26	\$26	\$50	\$17	\$30	\$32
Other Operating	\$15,678	\$16,611	\$19,164	\$13,638	\$18,339	\$13,842	\$21,846	\$18,449
Capital	\$177	\$368	\$251	\$97	\$351	\$130	\$179	\$201
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$21,913</b>	<b>\$23,352</b>	<b>\$26,596</b>	<b>\$21,299</b>	<b>\$27,255</b>	<b>\$24,595</b>	<b>\$32,845</b>	<b>\$29,520</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	\$0	\$0	\$0	\$0	\$0	\$640	\$640	\$2,996
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$21,913</b>	<b>\$23,352</b>	<b>\$26,596</b>	<b>\$21,299</b>	<b>\$27,255</b>	<b>\$25,235</b>	<b>\$33,485</b>	<b>\$32,516</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$1,082</b>	<b>\$3,835</b>	<b>\$3,399</b>	<b>\$2,136</b>	<b>\$2,143</b>	<b>\$449</b>	<b>\$1,871</b>	<b>\$449</b>



B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	104	112	114	116	122	133	133	133
Full-Time Positions Filled =	104	112	114	116	122		133	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =					23	22	25	25

**D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)**

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Customer satisfaction level with service provided by Project Managers to User Agencies. Percent of satisfied customers.	N/A	N/A	N/A	N/A	N/A	75	75	80	ES1-4

**Comments/Justification:** Survey of User Agency to occur after completion of each project to rate quality of work and quality of Project Manager performance.

Creation and implmentation of WEB based Customer Satisfaction survey - percent complete	N/A	N/A	N/A	N/A	25%	50%	75%	100%	ES6-1
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**Comments/Justification:** Finalize survey contents. Work with MIS and CIO to implement onto Web site. 2nd quarter - (06-07) test site and responses 3rd quarter (06-07)- finalize implementation for User Agencies. 4th quarter 06-07 receive and monitor results from WEB site.

Identify User Agency satisfaction with work and Project Manager performance. Percent of users satating they are satisfied.	N/A	N/A	N/A	N/A	N/A	75	75	80	ES6-1
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**Comments/Justification:** Survey of User Agency to occur after completion of each project to rate quality of work and quality of Project Manager performance.

Customer satisfaction level with service provided by Project Managers to User Agencies. Percent of customers stating they are satisfied.	N/A	N/A	N/A	N/A	N/A	75	75	80	ES1-4
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**Comments/Justification:** Survey of User Agency to occur after completion of each project to rate quality of work and quality of Project Manager performance.

Customer satisfaction level with service provided by Project Managers to User Agencies. Percent of satisfied customers.	N/A	N/A	N/A	N/A	N/A	75	75	80	ES1-4
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**Comments/Justification:** Survey of User Agency to occur after compeltion of each project to rate quality of work and quality of Project Manager performance.

Number of Service Tickets Completed by Renovation Services.	3,810	3,476	3,875	3,756	3,720	3,700	3,700	3,700	ES6-1
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**Comments/Justification:** Approximately 3500 to 3700 service ticket work requests are called into the Renovation Services Section on a yearly basis for emergency, hurricane, preventive maintenance and repair work. There were 763 service tickets completed in the first quarter.

Number of Libraries under construction as part of the Library Capital Plan	N/A	N/A	N/A	N/A	N/A	1	3	3	ES6-2
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**Comments/Justification:** The construction of the Golden Glades Library completed in 2006. International Mall Library and Kendale Lakes started 06-07. The Naranja Library is to be under constructon in 2006-07 and 08.

Number of Libraries in the Design phase.	N/A	N/A	1	4	4	4	5	4	ES6-2
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**Comments/Justification:** Design phases of Golden Glades, West Flagler, International Mall and Kendale Lakes completed FY 05-06. Naranja, Aventura, So. Miami will continue in design into FY 06-07.

Number of projects assigned per project manager.	N/A	N/A	N/A	N/A	N/A	35	25	10	ES6-3
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**Comments/Justification:** The current ratio of project assignments per project manager is 35 to 1. Management is working with ERD on compensation reviews to retain and acquire qualified professional staff. Additional staff will assist in reducing backlog and current workload.

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
1	CONVERSION OF TEMP AGENCY STAFF PER AO 7-35 IN A/E SECTION. ADD TEMP ARCHITECTURAL DRAFTER 2 THAT HAS BEEN AN "FTE" SINCE 2001.	0	0	46	46	34	12	0	0	No	No	1	ES1-1

COMMENTS/JUSTIFICATION: THE CONVERSION OF A TEMPORARY AGENCY EMPLOYEE (SINCE 2001) ARCHITECTURAL DRAFTER 2 POSITION, PER ADMINISTRATIVE ORDER 7-35; INTO AN FTE. THIS POSITION WILL CONTINUE TO ASSIST THE ARCHITECTURAL AND ENGINEERING SECTION WITH DRAFTING AND DESIGN DRAWINGS FOR PROJECTS, AND THE CONVERSION WILL PROVIDE GREATER LABOR CONSISTENCY AND LOWER OPERATING COSTS.

2	CONVERSION OF TEMP AGENCY STAFF PER AO 7-35 INTO FTE'S; 1 CLERK 3, 1 STORES CLERK, 1 ACCOUNT CLERK AND 7 MAINTENANCE MECHANICS	0	0	448	448	313	133	2	0	No	No	10	ES1-4
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COMMENTS/JUSTIFICATION: THIS IS FOR THE CONVERSION OF TEMPORARY AGENCY STAFF THAT HAVE BEEN WORKING FULL TIME AT THE TRADE SHOP FACILITY SINCE 2002 AND NEED TO BE CONVERTED TO 10 FTE'S. ONE STORE CLERK IS NEEDED FOR ASSISTANCE IN THE WAREHOUSE AND FOR INVENTORY, ONE ACCOUNT CLERK IS NEEDED TO CONTINUE BILLING AND ASSISTING VENDORS FOR CUSTOMER SERVICE AND THE 7040/CSBE CONTRACTS; AND A CLERK 3 IS NEEDED FOR CLERICAL ASSISTANCE AND BILLING QUESTIONS. SEVEN MAINTENANCE MECHANICS HAVE BEEN WORKING ASSISTING THE JOURNEYMAN IN THEIR DAILY TASKS. THIS CONVERSION WILL PROVIDE GREATER LABOR CONSISTENCY AND LOWER OPERATING COSTS.

2	ADD A/E AUTOCADD MANAGER	0	0	76	76	49	17	0	10	No	No	1	ES1-4
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COMMENTS/JUSTIFICATION: Provide critical support for the managing, maintenance, handling and storage of the Autocadd files in AutoDesk system for plans. Will also implement and enforce drawing standards for plans and coordinate staff training and provide staff support for improved productivity.

5	ADD ASSISTANT TO DIVISION DIRECTOR	0	0	76	76	52	17	0	7	No	No	1	ES1-1
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COMMENTS/JUSTIFICATION: Provide critical support to the Director to coordinate on-going GOB project progress workload. Assist with the tracking and providing management with status updates and on major projects, problem projects and vendors. Needed due to the increased workload and size of projects in planning and under design.

<b>Activity: Facilities &amp; Utilities Management</b>								
<b>A) OPERATING BUDGET - REVENUES AND EXPENDITURES</b>								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$15,087	\$15,936	\$15,562	\$17,915	\$19,880	\$25,002	\$23,060	\$24,504
Other Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$1,911	\$3,486
General Fund UMSA	\$1,475	\$1,557	\$1,488	\$686	\$8,434	\$10,706	\$9,883	\$10,502
Other Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$819	\$1,494
Carryover	\$2,713	\$1,247	\$164	\$-200	\$1,344	\$1,289	\$-162	\$-5,099
External Fees	\$315	\$605	\$712	\$1,157	\$2,178	\$1,694	\$4,891	\$5,191
Miscellaneous	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interagency Transfers	\$0	\$0	\$5,463	\$4,500	\$0	\$600	\$600	\$0
Internal Service Charges	\$18,020	\$14,693	\$14,349	\$16,319	\$19,567	\$31,127	\$31,034	\$34,638
Intradepartmental Transfers	\$0	\$280	\$0	\$0	\$0	\$0	\$0	\$0
Federal Grants	\$0	\$0	\$0	\$0	\$0	\$600	\$600	\$0
<b>TOTAL REVENUE</b>	<b>\$37,610</b>	<b>\$34,318</b>	<b>\$37,738</b>	<b>\$40,377</b>	<b>\$51,403</b>	<b>\$71,018</b>	<b>\$72,636</b>	<b>\$74,716</b>
<b>EXPENDITURES</b>								
Salary	\$6,632	\$6,147	\$6,756	\$7,557	\$7,615	\$9,443	\$8,803	\$9,852
Overtime Salary	\$410	\$387	\$429	\$447	\$431	\$409	\$406	\$429
Fringe	\$1,702	\$1,474	\$1,820	\$2,046	\$2,435	\$3,114	\$2,923	\$3,429
Overtime Fringe	\$61	\$53	\$67	\$68	\$54	\$63	\$49	\$78
Other Operating	\$28,662	\$26,021	\$24,504	\$28,508	\$35,672	\$42,165	\$49,471	\$50,718
Capital	\$1,187	\$266	\$316	\$256	\$103	\$1,013	\$1,328	\$986
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$38,654</b>	<b>\$34,348</b>	<b>\$33,892</b>	<b>\$38,882</b>	<b>\$46,310</b>	<b>\$56,207</b>	<b>\$62,980</b>	<b>\$65,492</b>
Debt Services	\$0	\$221	\$427	\$461	\$4,487	\$11,437	\$11,437	\$5,970
Reserves	\$0	\$0	\$0	\$0	\$0	\$2,930	\$2,715	\$2,450
Transfers	\$286	\$0	\$6,151	\$790	\$0	\$0	\$0	\$0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$38,940</b>	<b>\$34,569</b>	<b>\$40,470</b>	<b>\$40,133</b>	<b>\$50,797</b>	<b>\$70,574</b>	<b>\$77,132</b>	<b>\$73,912</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$-1,330</b>	<b>\$-251</b>	<b>\$-2,732</b>	<b>\$244</b>	<b>\$606</b>	<b>\$444</b>	<b>\$-4,496</b>	<b>\$804</b>

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	157	157	164	172	172	186	185	185
Full-Time Positions Filled =	157	157	164	172	0		185	0
Part-time FTEs Budgeted =	8	8	8	15	0	12	12	12
Temporary FTEs Budgeted =	0	0	0	6	2	1	0	0

**D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)**

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Percent variance of GSA building operating expense per square foot above or below(-) comparable private sector buildings.	n/a	4.70%	0	-1.72%	-1.08%	-1.00%	-1.00%	-1.00%	ES8-1

**Comments/Justification:** Compares operating cost in GSA office buildings with similar private sector buildings, as reported by Building Owners and Managers International (BOMI). Reported once, during the first quarter of each fiscal year.

Number of emergency power generators tested with external resistive battery load banks	N/A	N/A	17	24	0	30	18	27	ES6-1
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**Comments/Justification:** Emergency generators are sized for electrical loads larger than can be simulated during routine checks. The failure to fully "load" generators periodically increases the likelihood of failure during actual emergency or heavy load conditions. By running a generator at its maximum load for several hours, 'load bank' tests help to remove the damaging carbon deposits and improve overall reliability. In tests run to date, staff has encountered failure rates as high as two in ten, or 20%. While not a guarantee of failure, it provides indication of potential failure that should be addressed.

Number of days for issuance of elevator new installation permits	N/A	N/A	N/A	N/A	57.5	45	40.5	30	ED4-2
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**Comments/Justification:** Increase satisfaction of private elevator companies by minimizing processing time for elevator equipment installation permits. Faster processing will speed private construction projects. Planned system improvements will improve processing times.

Percentage of regulated elevators with valid current Certificates of Operation.	N/A	N/A	N/A	N/A	92%	85%	88%	90%	NU4-1
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**Comments/Justification:** The Certificate year begins August 01 of each year and ends July 31 of each year. Numbers shown are for Certificate year ending 07/31, not FY. Increase percentage of regulated elevator equipment with valid Certificates of Operation by encouraging voluntary compliance with the State Elevator Code. Increase outreach to industry, provide easy access to services, implement appropriately graduated warnings and penalties for violations, and ensure consistent interpretation and application of enforcement practices. As of end Q1-FY06/07, we have 30% delinquencies, requiring enhanced enforcement.

Training Hours	N/A	N/A	N/A	N/A	1,955	1,500	1,500	2,000	ES5-4
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**Comments/Justification:** Increased proficiencies and competencies will enhance staff's ability and motivation to deliver excellent service to customers and citizens.

Rentable square footage maintained per maintenance employee	n/a	72,904	70,832	59,454	61,818	62,676	62,676	65,000	ES6-4
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**Comments/Justification:** The private sector, as reported by the Building Owners and Managers Association (BOMA), maintains roughly 59,800 square feet per maintenance staff person. This measure should be evaluated in relation to Customer Satisfaction Rating. (The goal should be to maintain as high a ratio as possible, but not at the expense of customer satisfaction.)

Percentage of Memoranda of Agreement or Space Use Agreements executed with Client Agencies.	N/A	N/A	N/A	N/A	N/A	N/A	25%	100%	ES1-4
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**Comments/Justification:** Better manage expectations of customers by clarifying services to be provided, fees to be charged, service quality expectations, and other relevant issues.

Number of major projects completed under GSA Enhanced Maintenance & Repair (Sparkle) Program	N/A	N/A	N/A	N/A	7	15	15	15	ES6-4
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**Comments/Justification:** Tracks extraordinary facility refurbishment initiatives performed by in-house staff through Preventive Maintenance & Repair Program at various GSA facilities.

Percent completed of the									
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integration of the New Equipment permit application process with Elevator Tracking System.	N/A	N/A	N/A	N/A	N/A	50%	50%	100%	ED4-2
<b>Comments/Justification:</b> Modify Elevator Tacking System (ETS) to integrate permit application records - currently maintained in a database separate from ETS. Will result in the automated issuance of State serial numbers and permits for Elevator New Installation projects, both of which are currently done manually. By automating this process, the Division will save approximately \$50,000 per year.									
Percent completed of online inspection report capability to Elevator Tracking System.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100%	NU4-1
<b>Comments/Justification:</b> Streamline process for private sector inspectors to submit all mandated elevator inspection reports to the Office of Elevator Safety. Electronic data submittal will reduce overall processing time over conventional hard copy delivery methods and data entry by staff.									
Number of facilities with contract security supervised by GSA Security	N/A	N/A	N/A	N/A	N/A	198	227	232	ES6-1
<b>Comments/Justification:</b> Workload measure to quantify the scope of security guard and screening services contracts administered through GSA. Includes all security services contract sites except for Miami-Dade Transit and Public Works Special Taxing Districts.									
Complete chilled water district cooling loop expansion by interconnecting former-TECO and County distribution loops. Numbers represent percent of completion.	N/A	N/A	N/A	N/A	N/A	10%	10%	100%	ES8-1
<b>Comments/Justification:</b> The chilled water plant and district cooling loop purchased in 2006 must be expanded and connected to the County's existing loop in the Downtown Government Center. The newer and more efficient equipment at the new plant will provide chilled water for County loop at lesser expense.									
Percentage of scheduled preventive maintenance inspections completed	N/A	N/A	N/A	N/A	N/A	75%	75%	85%	ED1-1
<b>Comments/Justification:</b> The GSA Emergency Generator Team (EGT) has service contracts with 13 County agencies for the preventive maintenance (PM) and repair of over 250 generators. These contracts require that PM inspections and maintenance be conducted on a weekly, biweekly, monthly, or quarterly basis, depending upon the type of generator and nature of the facility. The closer the EGT comes achieving 100% of its scheduled inspections, the greater the likelihood of the units operating as needed during emergencies or power outages. The expansion in the number of units maintained has made it increasingly difficult to meet schedule demands.									

## E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
1	Improve service levels for emergency generators at County facilities by adding additional power systems technician to GSA Emergency Generator Team.	0	0	76	76	39	13	23	1	No	No	1	ES6-4

COMMENTS/JUSTIFICATION: 37% of maintained generators are over 20 years old, and 69% are over 10 years old. Less than 10% are five years or newer. An additional Power Systems Technician will reduce the excessive workload per technician, increase the number of scheduled preventive maintenance inspections, improve staff's ability to respond during emergencies, and increase the number of emergency load bank tests. Based upon current workload standards, the EGT remains a full FTE short of adequate staffing. Funding is adequate to cover the required position. The added position will help staff to increase its percentage of scheduled PM inspections from 85% to closer to 100%, and to increase the number of annual load bank tests from 32 to 40.

1	Add Customer Service position and 2 Elevator Inspectors for the addition of a Collection and Enforcement Unit for "Operation Clean Slate", in an enhanced enforcement activity to increase the number of elevators which have a valid Certificate of Operation.	0	0	0	0	142	44	65	0	No	No	3	NU4-1
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COMMENTS/JUSTIFICATION: The registration year begins in August. The percentage of units with valid Certificates of Operation in August runs very low - 45% to 55%, based upon our experience - and peaks out at roughly 90%, by March or April of the following year. This is unacceptable, both in terms of potential risk to the public, and regulatory revenue to the County. Increased monitoring and enforcement by GSA/OES will result in a significantly higher % of compliance at the outset, and a final compliance peak closer to 100%.

1	MLK Building Staff	1928	188	0	2116	114	43	1949	10	No	No	3	ES6-4
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COMMENTS/JUSTIFICATION: Additional staff required in order to assume management of this facility, which Miami-Dade County intends to purchase as early as April 2007. This facility measures 183,352 rentable square feet.

2	Light Speed Building Staff	143	61	0	204	153	51	0	0	No	No	4	ES6-4
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COMMENTS/JUSTIFICATION: Additional staff required in order to assume management of the Light Speed facility, which Miami-Dade County purchased July 2006.

	Increase Security												
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3	Supervisor staffing	0	0	101	101	55	16	30	0	No	No	1	ES6-4
COMMENTS/JUSTIFICATION: The numbers of facilities and weekly security service hours have grown significantly over the duration of the County's Security Contract as have the consequent responsibilities. Total security service hours per-week in 1998 were 10,448 managed by 6 Security Supervisors, which equates to a ratio of 2,067 hours of service to 1 supervisor. Security service hours per-week in 2005 were 32,353 managed by 10 Security Supervisors, which equates to a ratio of 3,352 hours of service to 1 supervisor. The security service hours per-week projected for FY 2007-08 are 36,967. The increase in service hours are equivalent to the addition of a large security sector and requires an additional Security Supervisor to ensure adequate contract administration. Even with the added position the ratio of security service hours per-week will increase to 3,360 hours of service to 1 supervisor.													
4	Increase Security Operations Center staff.	0	0	12	12	29	12	-29	0	No	No	1	ES6-4
COMMENTS/JUSTIFICATION: The addition of one Console Security Specialist #2 will provide an approximate savings of \$30,000. in reoccurring overtime costs. Additionally, the creation of this position will reduce the number of weekly hours currently worked by the existing part time employees thus allowing them to be utilized for the coverage of sick days and annual leave while bringing them in range of the County hour standards for part timers.													
4	Increase Alarm Technician section staffing.	0	0	87	87	42	15	30	0	No	No	1	ES6-4
COMMENTS/JUSTIFICATION: THE ALARM UNIT PROVIDES REPAIR SERVICES FOR OVER 580 SITES IN THE COUNTY. A NUMBER OF THESE SITES ARE HIGHLY SENSITIVE; COURTS, POLICE, HOUS- ING, WATER & SEWER AND ELECTED OFFICIALS' OFFICES. SAID SITES REQUIRE URGENT REPAIRS ON A DAILY BASIS. ADDITIONALLY THE UNIT INSTALLS CCTV, BURGLARY AND PANIC ALARM SYSTEMS. THE UNIT ROUTINELY TURNS DOWN REQUESTS FOR NEW INSTALLATIONS DUE TO THE LACK OF STAFFING. AN ADDITIONAL POSITION WILL ALLOW THE UNIT TO ENHANCE THE NUMBER OF NEW INSTALLATIONS. THE IMPACT OF THE ADDITIONAL SERVICES WILL EQUATE TO GREATER OVERALL SAVINGS TO COUNTY DEPARTMENTS WHO REQUIRE ALARM INSTALLATIONS DUE TO THE ENORMOUS MARK-UPS IN THE PRIVATE SECTOR. THE MARK-UP FOR ALARM SERVICES IN THE PRIVATE SECTOR ARE 300% GREATER FOR CCTV AND 50% GREATER FOR BURGLARY ALARM SYSTEMS.													
4	Add three positions to the DHS Preventive Maintenance Program	93	40	0	133	80	53	0	0	No	No	3	ES6-4
COMMENTS/JUSTIFICATION: Additional staff required in order to assume maintenance agreement between General Services Administration and the Department of Human Services. DHS has funding for this program for FY 06-07 and FY 07-08.													
4	Add Employee Wellness Program Coordinator	65	7	0	72	55	17	0	0	No	No	1	ES5-3
COMMENTS/JUSTIFICATION: Opened in November 2006, the Employee Fitness Center is operated on an interim basis by an excellent local corporate fitness management company. It is staff's intent to expand the fitness center into a full service corporate wellness center. This enhancement will provide needed staff support (a) to coordinate the RFP process for a long-term facility operator; facilitate the collaboration and involvement of County health insurance providers, the Public Health Trust and other local health care providers; coordinate center program offerings; provide quality control over the operation; and direct future expansion opportunities into other County facilities. (That interest has already been expressed and is actively being pursued for the WASD Administration and MLK Transit Station Buildings.													
9		0	0	0	0	0	0	0	0	No	No	0	ES6-4
COMMENTS/JUSTIFICATION:													
9		0	0	0	0	0	0	0	0	No	No	0	ES6-4
COMMENTS/JUSTIFICATION:													

F) FY 2006-07 REDUCTIONS IF NECESSARY FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)												
PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	POSITION CHANGE	RELATED OUTCOME
0		0	0	0	0	0	0	0	0	No	0	ES6-4
COMMENTS/JUSTIFICATION:												
0		0	0	0	0	0	0	0	0	No	0	ED1-1
COMMENTS/JUSTIFICATION:												
1	Reduce electronic screening at the Stephen P. Clark Center to pre-911 levels	-729	-71	0	-800	0	0	-800	0	No	0	ES6-1
COMMENTS/JUSTIFICATION:Electronic screening for access to BCC floors would be continued. Current screening of all SPCC visitors and belongings does little to deter terrorist threats, and does not address workplace violence.												
2	Reduce or eliminate security guard at the Radio Shop by installing automatic gate with card access and remote monitoring	-128	-55	100	-83	0	0	-183	100	No	0	ED1-1
COMMENTS/JUSTIFICATION:During the first year after implementation, this project would produce a savings of \$83,500. Subsequent years are estimated at \$183,500 savings in security guard services.												

Activity: Fleet Management								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
Carryover	\$3,233	\$4,519	\$6,950	\$13,281	\$18,522	\$11,819	\$22,492	\$2,353
Internal Service Charges	\$76,692	\$80,883	\$79,606	\$96,119	\$101,018	\$113,372	\$105,198	\$107,998
<b>TOTAL REVENUE</b>	<b>\$79,925</b>	<b>\$85,402</b>	<b>\$86,556</b>	<b>\$109,400</b>	<b>\$119,540</b>	<b>\$125,191</b>	<b>\$127,690</b>	<b>\$110,351</b>
<b>EXPENDITURES</b>								
Salary	\$10,328	\$10,230	\$11,055	\$12,311	\$12,814	\$14,034	\$13,512	\$13,833
Overtime Salary	\$1,567	\$1,777	\$2,144	\$2,259	\$2,233	\$1,396	\$1,973	\$1,964
Fringe	\$3,139	\$3,375	\$3,649	\$3,739	\$4,230	\$4,780	\$4,452	\$4,969
Overtime Fringe	\$240	\$244	\$336	\$355	\$355	\$250	\$317	\$318
Other Operating	\$34,232	\$35,615	\$36,788	\$45,410	\$52,221	\$52,832	\$53,922	\$58,227
Capital	\$21,324	\$23,562	\$12,278	\$22,793	\$21,531	\$46,341	\$49,659	\$29,513
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$70,830</b>	<b>\$74,803</b>	<b>\$66,250</b>	<b>\$86,867</b>	<b>\$93,384</b>	<b>\$119,633</b>	<b>\$123,835</b>	<b>\$108,824</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	\$0	\$0	\$0	\$0	\$0	\$3,956	\$0	\$0
Transfers	\$2,100	\$2,100	\$4,500	\$2,100	\$1,100	\$0	\$0	\$0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$72,930</b>	<b>\$76,903</b>	<b>\$70,750</b>	<b>\$88,967</b>	<b>\$94,484</b>	<b>\$123,589</b>	<b>\$123,835</b>	<b>\$108,824</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$6,995</b>	<b>\$8,499</b>	<b>\$15,806</b>	<b>\$20,433</b>	<b>\$25,056</b>	<b>\$1,602</b>	<b>\$3,855</b>	<b>\$1,527</b>

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	278	250	260	259	257	272	272	272
Full-Time Positions Filled =	260	240	246	247	239		261	
Part-time FTEs Budgeted =	1	1	1		0		0	0
Temporary FTEs Budgeted =						6	9	5

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Percentage of fuel sites converted to the VIT cardless fuel system which will increase customer satisfaction by reducing the time required to obtain fuel.		20	69	79		86	93	100	ES7-1
<b>Comments/Justification:</b> 24 of the 29 fuel sites have been equipped with the cardless fuel system.									
Cumulative number of VIT cardless transmitter installations on new vehicles.			266	946		1892	1892	2892	ES7-1
<b>Comments/Justification:</b> By the end of FY 05/06, 1,892 vehicle information transmitter installations(cardless technology)are projected and an additional 1,000 installations are projected for 06/07 for a total of 2,892 vehicles equipped with the VIT technology.									
Identify, procure and implement fleet management software that will replace the currently outdated Equipment Management System. The new software will not only provide the same services as EMS but also include a motor pool and vehicle replacement module, and improved reporting functions designed to improve customer satisfaction and better monitoring of vehicle usage.									ES1-4
<b>Comments/Justification:</b> The goal of this measure is to ensure that a new fleet management software is purchased and implementation is begun by the end of FY 06/07 and finalized by the end of FY 07/08.									
Expansion and Monitoring of Vehicle Replacement Cycle to 90,000 miles for general municipal usage and 100,000 miles for dedicated police usage									ES1-4
<b>Comments/Justification:</b>									
Monitor and compare light equipment repair performance with established industry standards.									ES1-4
<b>Comments/Justification:</b> Through this initiative we will monitor the performance of our Light Equipment production employees for certain repairs versus current industry standards.									
Maintain competitive rates.									ED1-4
<b>Comments/Justification:</b> Through this measure Fleet management will compare rates with those of service providers in the private sector. We will also monitor production employee productivity by comparing billable versus available hours.									
Maintain competitive rates.									ES1-4
<b>Comments/Justification:</b> Through this measure Fleet management will compare rates with those of service providers in the private sector. We will also monitor production employee productivity by comparing billable versus available hours.									
Develop and monitor performance standards.									ES1-4
<b>Comments/Justification:</b> Develop and monitor performance standards for Heavy Equipment production employees as it relates to maintenance and repairs.									

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)													
PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
1	Add five Heavy Equipment Technicians.	0	0	-289	-289	-220	-69	0	0	No	No	5	ES7-1
COMMENTS/JUSTIFICATION: These additional positions are needed due to the extraordinary heavy equipment growth of 13% during the last 8 months, with an annual growth rate of 8% over the past few years. This action will avoid increased overtime and subcontracting costs which will result in higher rates to our customers.													

Activity: Materials Management								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
Carryover	\$-26	\$-379	\$-334	\$-924	\$-400	\$-200	\$-67	\$0
Internal Service Charges	\$13,815	\$17,863	\$16,682	\$18,563	\$19,034	\$18,265	\$18,694	\$19,051
<b>TOTAL REVENUE</b>	<b>\$13,789</b>	<b>\$17,484</b>	<b>\$16,348</b>	<b>\$17,639</b>	<b>\$18,634</b>	<b>\$18,065</b>	<b>\$18,627</b>	<b>\$19,051</b>
<b>EXPENDITURES</b>								
Salary	\$2,189	\$2,251	\$2,397	\$2,618	\$2,709	\$2,898	\$2,900	\$2,976
Overtime Salary	\$101	\$112	\$104	\$97	\$143	\$91	\$115	\$115
Fringe	\$548	\$567	\$675	\$767	\$845	\$962	\$924	\$1,019
Overtime Fringe	\$21	\$15	\$16	\$15	\$23	\$16	\$18	\$19
Other Operating	\$10,863	\$11,841	\$11,504	\$11,376	\$12,438	\$11,820	\$12,056	\$12,158
Capital	\$83	\$54	\$15	\$48	\$57	\$0	\$35	\$185
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$13,805</b>	<b>\$14,840</b>	<b>\$14,711</b>	<b>\$14,921</b>	<b>\$16,215</b>	<b>\$15,787</b>	<b>\$16,048</b>	<b>\$16,472</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	\$0	\$2,733	\$2,160	\$2,782	\$2,225	\$2,000	\$2,300	\$2,300
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$13,805</b>	<b>\$17,573</b>	<b>\$16,871</b>	<b>\$17,703</b>	<b>\$18,440</b>	<b>\$17,787</b>	<b>\$18,348</b>	<b>\$18,772</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$-16</b>	<b>\$-89</b>	<b>\$-523</b>	<b>\$-64</b>	<b>\$194</b>	<b>\$278</b>	<b>\$279</b>	<b>\$279</b>

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	55	54	55	56	55	55	55	55
Full-Time Positions Filled =	55	54	55	56			55	
Part-time FTEs Budgeted =	2	2	2	2	3	2	4	4
Temporary FTEs Budgeted =								



D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Increase the number of surplus property sales conducted through the use of the internet.	N/A	N/A	N/A	60	45	50	60	72	ES8-1
<b>Comments/Justification:</b> Through increased use of the internet for the sale of surplus property, we expect to increase our revenue, and expand our customer base.									
Reduce the amount of stock on hand - number of inventory items	N/A	N/A	252,600	204,642	193,526	187,000	185,000	185,000	ES3-1
<b>Comments/Justification:</b> In FY 04-05, this effort resulted in a stock reduction of 19%. Measure is number of units of sale, not dollars.									
Increase in color digital output. No of impressions produced.	N/A	N/A	12,000	27,000	535,003	500,000	550,000	600,000	ES2-1
<b>Comments/Justification:</b> With the acquisition of a second color copier, we'll now be able to meet demand.									
Conduct customer satisfaction surveys - percent of satisfied customers	N/A	N/A	N/A	N/A	95%	85%	95%	95%	ES1-4
<b>Comments/Justification:</b> Customer satisfaction surveys will be sent with each order delivered for a period of two months. This process will be repeated in six months. Our goal is to attain an 85% or greater response of "somewhat agree" or better.									
Reduce backorders - number of backordered line items	N/A	N/A	N/A	93	85	N/A	N/A	N/A	ED1-1
<b>Comments/Justification:</b> At the end of FY05, there were on average, 93 line items on backorder to our customers. Our goal is to reduce the average number of line items on backorder to 60. Note: Effective 10/1/06, this measure will reflect the average number of line items on backorder.									
Moving Crew Production	N/A	N/A	N/A	N/A	506	500	500	500	ED1-1
<b>Comments/Justification:</b> This measure will monitor the number of jobs performed by the Moving Crew. In FY05-06 Q1 the number of jobs performed was 80.									
Revenue returned to departments from surplus property sales.	N/A	\$2,733,000	\$2,160,000	\$2,782,000	\$5,741,561	\$2,000,000	\$2,300,000	\$2,300,000	ED1-1
<b>Comments/Justification:</b> This measure will reflect the funds returned to departments from the sale of surplus property, on an annual basis.									
Processed outgoing U.S. Mail - millions of pieces processed	N/A	N/A	N/A	N/A	2,771,305	2,800,000	2,800,000	2,800,000	ED1-1
<b>Comments/Justification:</b> This measure will report on the number of pieces of processed outgoing U.S. Mail. FY05-06 Q1: 686,475 pieces were processed.									
Training/Seminars	N/A	N/A	N/A	N/A	34	35	40	48	ED1-1
<b>Comments/Justification:</b> To provide at least 30 hours of training per quarter to the Graphic Design staff.									
Business services to non-County entities - number of entities doing business with Materials Management Division	N/A	N/A	N/A	32	29	32	30	30	ED1-1
<b>Comments/Justification:</b> This measure will report, on an annual basis, the number of non-County entities that Materials Management provided business services to.									
Business Supply Orders Filled	20,640	20,567	20,079	19,089	18,022	20,000	18,500	19,000	ED1-1
<b>Comments/Justification:</b> This measure will monitor the number of regular business supply requests received and filled on a quarterly basis. FY05-06 Q1: 3,830 orders									

Special Orders for business supplies	N/A	N/A	813	840	1,043	800	1,200	1,300	ED1-1
<b>Comments/Justification:</b> This measure will quantify the number of special orders processed on a quarterly basis. FY05-06 Q1: 172 special orders									
Average number of days to deliver supply requests	N/A	N/A	N/A	5	4.5	4.5	4.5	4.5	ED1-1
<b>Comments/Justification:</b> This measure will report on the average delivery time for business supplies to our customers. The current average delivery time is 5 days.									

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)													
PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
1	Add one (1) Graphics Manager	0	0	0	0	60	17	0	0	No	No	0	ES4-6
COMMENTS/JUSTIFICATION: Position necessary to meet current and anticipated workload increases in the amount of digital variable data printing and graphic design interface.													

Activity: Real Estate Development								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$0	\$0	\$0	\$0	\$0	\$140	\$390	\$1,388
General Fund UMSA	\$0	\$0	\$0	\$0	\$0	\$60	\$60	\$60
Carryover	\$0	\$0	\$0	\$0	\$645	\$67	\$848	\$213
Internal Service Charges	\$0	\$0	\$0	\$0	\$2,734	\$2,053	\$1,909	\$1,554
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$150	\$50
Proprietary Fees	\$0	\$0	\$0	\$0	\$865	\$1,158	\$200	\$200
<b>TOTAL REVENUE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,244</b>	<b>\$3,478</b>	<b>\$3,557</b>	<b>\$3,465</b>
<b>EXPENDITURES</b>								
Salary	\$0	\$0	\$0	\$112	\$1,240	\$1,987	\$1,725	\$1,850
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$0	\$0	\$0	\$24	\$345	\$606	\$490	\$541
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$0	\$0	\$0	\$4	\$1,037	\$289	\$869	\$841
Capital	\$0	\$0	\$0	\$1	\$21	\$390	\$213	\$186
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$141</b>	<b>\$2,643</b>	<b>\$3,272</b>	<b>\$3,297</b>	<b>\$3,418</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	\$0	\$0	\$0	\$0	\$706	\$0	\$0	\$0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$141</b>	<b>\$3,349</b>	<b>\$3,272</b>	<b>\$3,297</b>	<b>\$3,418</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$-141</b>	<b>\$895</b>	<b>\$206</b>	<b>\$260</b>	<b>\$47</b>

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =				18	23	25	25	25
Full-Time Positions Filled =				1			24	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =							2	4

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Defining the methodology for producing the Real Estate Master Plan Report - percent completed	N/A	N/A	N/A	N/A	N/A	100%	100%	N/A	ES6-1
<b>Comments/Justification:</b> This is a critical phase since data collection, evaluation and preparation for presentation would determine the eventual outcome and applicability of the report.									
Complete and present the Asset Management and County-wide Real Estate Master Plan Report - percent completed	N/A	N/A	N/A	N/A	N/A	N/A	N/A	50%	ES6-1
<b>Comments/Justification:</b>									
Number of days to complete projects to lease private property or building space	150	144	168	257		185	175	175	ES1-4
<b>Comments/Justification:</b> Average of all new leases completed during the measurement period, from date of request to BCC meeting.									
Number of days to complete projects to acquire private property or buildings	443	369	420	222		360	420	330	ES1-4
<b>Comments/Justification:</b> Average of all acquisitions completed during the measurement period, from date of request to BCC meeting.									
Number of days to complete projects to amend existing lease agreements	N/A	171	60	100		120	120	113	ES1-4
<b>Comments/Justification:</b> Average of all amendments completed during the measurement period, from date of request to BCC meeting.									
Number of days to complete government facility hearing processes	270	291	234	240		240	240	220	ES1-4
<b>Comments/Justification:</b> Average of all governmental hearing processes completed during the measurement period, from date of request to BCC meeting									
Number of surplus County-owned parcels sold or conveyed for Infill or Affordable Housing development	95	88	108	98		100	128	50	ES8-1
<b>Comments/Justification:</b> The County has made available surplus property for the development of affordable housing in the infill area. The inventory of surplus property has been significantly reduced.									

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)													
PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
1	Add a Manager and 3 Real Estate Officer position to complement staff in the Infill Housing Program	0	0	326	326	255	71	0	0	No	No	4	ES8-1
COMMENTS/JUSTIFICATION:SINCE INFILL HOUSING WAS TRANSFERRED TO GSA IN JUNE 2006, STAFF HAS BEEN TRYING TO CORRECT KNOWN DEFICIENCIES AND RE-ASSIGN RESOURCES JUST TO KEEP THE OPERATIONS GOING. STAFF HAS NOW CREATED A FULL-FLEDGED PROGRAM THAT WOULD REQUIRE CERTAIN RESOURCES TO OPERATE EFFECTIVELY. THERE IS NOW A DIRECTION AS WELL AS A STRATEGY TO MANAGE THIS FUNCTION. TO DO SO EFFECTIVELY, THE DEPARTMENT WOULD REQUIRE THE ADDITION OF FOUR POSITIONS.													

Activity: Risk Management								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
Carryover	\$150	\$159	\$44	\$-54	\$-13	\$0	\$238	\$0
Internal Service Charges	\$12,698	\$13,000	\$15,450	\$16,000	\$16,309	\$17,928	\$17,406	\$18,172
<b>TOTAL REVENUE</b>	<b>\$12,848</b>	<b>\$13,159</b>	<b>\$15,494</b>	<b>\$15,946</b>	<b>\$16,296</b>	<b>\$17,928</b>	<b>\$17,644</b>	<b>\$18,172</b>
<b>EXPENDITURES</b>								
Salary	\$5,454	\$5,768	\$6,573	\$7,441	\$7,602	\$8,294	\$8,207	\$8,519
Overtime Salary	\$6	\$21	\$7	\$13	\$5	\$12	\$12	\$12
Fringe	\$1,340	\$1,396	\$1,752	\$2,005	\$2,176	\$2,642	\$2,602	\$2,608
Overtime Fringe	\$4	\$4	\$3	\$4	\$1	\$4	\$4	\$4
Other Operating	\$5,489	\$5,561	\$6,240	\$5,755	\$5,722	\$6,374	\$6,182	\$6,439
Capital	\$34	\$64	\$108	\$73	\$17	\$49	\$84	\$37
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$12,327</b>	<b>\$12,814</b>	<b>\$14,683</b>	<b>\$15,291</b>	<b>\$15,523</b>	<b>\$17,375</b>	<b>\$17,091</b>	<b>\$17,619</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$12,327</b>	<b>\$12,814</b>	<b>\$14,683</b>	<b>\$15,291</b>	<b>\$15,523</b>	<b>\$17,375</b>	<b>\$17,091</b>	<b>\$17,619</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$521</b>	<b>\$345</b>	<b>\$811</b>	<b>\$655</b>	<b>\$773</b>	<b>\$553</b>	<b>\$553</b>	<b>\$553</b>



B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	115	118	123	129	129	128	128	128
Full-Time Positions Filled =	115	118	116	124			128	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =					0.5	1	2	0.5

**D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)**

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Upgrade/enhance contractor insurance certificate tracking system. Increase number of departments using the system.	N/A	N/A	N/A	N/A	N/A	2	2	3	ES4-6

**Comments/Justification:** The new system will be a Windows based program which will be user friendly for departmental access. Departments will be able to view insurance information for each contract they administer. Customized reports will be developed for individual departments use when system is implemented.

Percentage of employees using online beneficiary designation form.	N/A	N/A	N/A	N/A	0	20%	20%	30%	ES4-6
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**Comments/Justification:** The use of online beneficiary designations will allow employees to review and update forms at any time. Given that there is no jeopardy to the employees coverage by not going online, our initial target is to obtain 20% participation (of employees with access to computers) in the current fiscal year and increase participation through awareness of the program.

Increase subrogation recoveries - (\$'000)	N/A	N/A	N/A	\$1,624	\$2,069	\$1,800	\$1,800	\$1,800	ES8-1
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**Comments/Justification:** We have been successful in increasing subrogation recoveries. Our goal is \$450,000 per quarter.

Improve Workers' Compensation claims management process: - Reduce average cost per claim (\$'000)	\$7,567	\$6,369	\$4,969	\$3,835	\$3,217	\$4,269	\$3,217	\$3,217	ES8-1
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**Comments/Justification:** We have been able to achieve significant reduction in our average claims costs to \$3,217. Our goal is to sustain this level.

Improve Workers' Compensation claims management process: - Improve performance measures of staff; performance rating, highest score is 100.	N/A	N/A	N/A	N/A	N/A	N/A	88	90	ES8-1
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**Comments/Justification:** Adjuster claim files are audited on a monthly basis to evaluate the adjusters performance against an established rating scale. The areas evaluated include quality of work, timeliness of payment, and timely filing of forms. Based on the evaluation, the adjuster receives a numerical score. Our goal is to increase these scores by 5%.

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
0		0	0	0	0	0	0	0	0	No	No	0	ES1-1

COMMENTS/JUSTIFICATION:

1	Add 1 Account Clerk position to handle retiree accounts	0	0	40	40	28	11	0	1	No	No	1	ES1-1
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COMMENTS/JUSTIFICATION: There has been a significant increase in the number of retiree accounts. Since the last position was added in 1994, the number of accounts has grown from 1,892 to 6,094.

PAYMENTS TO AND FROM OTHER DEPARTMENTS

Department: General Services Administration

(\$ in 000s)

**PAYMENTS TO BE MADE TO OTHER DEPARTMENTS FROM GENERAL SERVICES ADMINISTRATION**

Department(to)	Reason and Source	Confirmed?	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
County Attorney's Office	County Attorney's Office – Legal Services	No	\$3,600	\$3,900	\$3,900	\$4,100	\$4,100	\$4,100	\$4,100	\$4,100
Public Works	Public Works Department - Safety Improvements	No	\$329	\$329	\$346	\$368	\$328	\$425	\$379	\$399
Employee Relations	Employee Relations Department - Payroll Support	No	\$196	\$239	\$257	\$346	\$0	\$315	\$315	\$315
Capital Outlay Reserve	Capital Outlay Reserve Fund - Pay-as-you-go Capital Projects	No	\$2,100	\$2,100	\$4,500	\$2,100	\$1,100	\$0	\$0	\$0
Non-Departmental	Administrative Reimbursement - Non-Departmental	No	\$400	\$400	\$400	\$400	\$0	\$0	\$0	\$0
Water and Sewer	Transfer of proceeds from sale of surplus property	No	\$0	\$0	\$0	\$0	\$367	\$0	\$0	\$0
Aviation	Transfer of proceeds from sale of surplus property	No	\$0	\$0	\$0	\$0	\$17	\$0	\$0	\$0
Transit	Transfer of proceeds from sale of surplus property	No	\$0	\$0	\$0	\$0	\$14	\$0	\$0	\$0
Seaport	Transfer of funds from sale of surplus property	No	\$0	\$0	\$0	\$0	\$11	\$0	\$0	\$0
Solid Waste Management	Transfer of proceeds from sale of surplus property	No	\$0	\$0	\$0	\$0	\$382	\$0	\$0	\$0
Public Works	Transfer of proceeds from sale of surplus property	No	\$0	\$0	\$0	\$0	\$47	\$0	\$0	\$0
Fire Rescue	Transfer of proceeds from sale of surplus property	No	\$0	\$0	\$0	\$0	\$3,516	\$0	\$0	\$0
Housing Agency	Transfer of proceeds from sale of surplus property	No	\$0	\$0	\$0	\$0	\$706	\$0	\$0	\$0
Total Transfer to other Departments			\$6,625	\$6,968	\$9,403	\$7,314	\$10,588	\$4,840	\$4,794	\$4,814

**PAYMENTS TO BE MADE FROM OTHER DEPARTMENTS TO GENERAL SERVICES ADMINISTRATION**

Department(from)	Reason and Source	Confirmed?	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
Total Transfer from other Departments										

may include capital funds as well

SELECTED LINE ITEM HIGHLIGHTS  
Department: General Services Administration

(\$ in 000s)

Line Item Highlight	Subobject(s)	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Submission
Fuel & Lubricants	Object 410	\$13,756	\$16,113	\$18,348	\$25,609	\$30,940	\$32,957	\$32,455	\$33,439
Contract Temporary Employee Costs	Object 215	\$1,032	\$1,183	\$1,449	\$1,384	\$1,319	\$1,041	\$1,835	\$1,707
Travel Costs	Object 312	\$36	\$26	\$43	\$68	\$79	\$98	\$116	\$127
Rent	25511	\$2,101	\$1,853	\$2,058	\$2,198	\$2,899	\$2,221	\$2,567	\$2,589
Electricity Costs	22010	\$5,426	\$5,870	\$6,540	\$6,611	\$8,928	\$8,709	\$11,326	\$13,026
Security Service	22310/22490	\$4,567	\$6,824	\$5,732	\$6,630	\$7,009	\$6,097	\$6,530	\$7,498
Janitorial Services	22341	\$5,506	\$5,400	\$5,715	\$5,901	\$6,305	\$7,507	\$8,087	\$8,627
Administrative Reimbursement				\$400	\$400	\$400	\$0	\$0	\$0

CAPITAL FUNDED REQUESTS REVENUE SUMMARY											
(\$ in 000s)											
2007-08 Proposed Capital Budget and Multi-Year Capital Plan											
DEPARTMENT:			General Services Administration								
		2006-07	PRIOR	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	FUTURE	TOTAL
<b>County Bonds/Debt</b>											
Building Better Communities 2005 Series A GOB Bond		0	15,010	0	0	0	0	0	0	0	15,010
Building Better Communities Future Series GOB Bond		0	0	2,925	3,940	11,985	11,285	8,275	66,230	0	104,640
Building Better Communities GOB Program		0	7,890	3,985	0	3,175	2,050	610	32,490	0	50,200
Capital Asset Acquisition Bond 2004A Proceeds		0	40	0	0	0	0	0	0	0	40
Capital Asset Acquisition Bond 2004B Proceeds		0	15,000	0	0	0	0	0	0	0	15,000
Financing Proceeds		20,000	203,607	0	0	0	0	0	0	0	203,607
Future Financing		0	0	4,890	129,900	4,000	0	0	0	0	138,790
<b>Total:</b>		<b>20,000</b>	<b>241,547</b>	<b>11,800</b>	<b>133,840</b>	<b>19,160</b>	<b>13,335</b>	<b>8,885</b>	<b>98,720</b>	<b>0</b>	<b>527,287</b>
<b>Other County Sources</b>											
Capital Outlay Reserve		5,000	5,100	2,000	0	0	0	0	0	0	7,100
Operating Revenue		7,702	10,597	12,348	5,800	2,000	0	0	0	0	30,745
Sale of Surplus Property		0	933	0	0	0	0	0	0	0	933
<b>Total:</b>		<b>12,702</b>	<b>16,630</b>	<b>14,348</b>	<b>5,800</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>38,778</b>
<b>Department Total:</b>		<b>32,702</b>	<b>258,177</b>	<b>26,148</b>	<b>139,640</b>	<b>21,160</b>	<b>13,335</b>	<b>8,885</b>	<b>98,720</b>	<b>0</b>	<b>566,065</b>

## CAPITAL FUNDED REQUESTED EXPENDITURE SUMMARY

(\$ in 000s)

## 2007-08 Proposed Capital Budget and Multi-Year Capital Plan

## Public Safety

	PRIOR	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	FUTURE	TOTAL
<b>Support Facilities</b>									
EMERGENCY BULK FUEL STORAGE PROJECT (PREVIOUSLY UNFUNDED)	2,700	0	0	0	0	0	0	0	2,700

## Enabling Strategies

	PRIOR	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	FUTURE	TOTAL
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## Court Facilities

DADE COUNTY COURTHOUSE FACADE INSPECTION AND REPAIRS	150	1,350	7,200	6,300	0	0	0	0	15,000
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## Departmental Information Technology Projects

EQUIPMENT MANAGEMENT SYSTEM CONVERSION	907	1,500	0	0	0	0	0	0	2,407
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## Environmental Projects

AMELIA EARHART FUELING FACILITY UNDERGROUND STORAGE TANK REPLACEMENT	0	0	250	0	0	0	0	0	250
CRANDON PARK FUELING FACILITY UNDERGROUND STORAGE TANK REPLACEMENT	0	250	0	0	0	0	0	0	250
DOWNTOWN MOTOR POOL SHOP UNDERGROUND FUEL STORAGE TANK REPLACEMENT	0	0	350	0	0	0	0	0	350
FLEET SHOP 3A UNDERGROUND FUEL STORAGE TANK REPLACEMENTS	0	450	0	0	0	0	0	0	450
LARRY AND PENNY THOMPSON PARK FUELING FACILITY	0	250	0	0	0	0	0	0	250
SHOP 1 FUEL STORAGE TANK REPLACEMENT	450	50	0	0	0	0	0	0	500

## Facility Improvements

ABATEMENT OF HAZARDOUS MATERIALS IN COUNTY BUILDINGS	0	0	0	0	100	720	380	0	1,200
BUILDING ENERGY MANAGEMENT FOR GOVERNMENT FACILITIES AND COURTHOUSES	200	1,500	810	0	0	1,500	5,190	0	9,200
CENTRAL SUPPORT FACILITY CHILLER	0	0	0	0	0	0	3,500	0	3,500
CULTURAL PLAZA RENOVATION AND REHABILITATION	0	0	0	0	0	0	700	0	700
CULTURAL PLAZA SECURITY OPERATIONS ENHANCEMENT	0	10	0	0	0	0	590	0	600
DADE COUNTY COURTHOUSE ELECTRICAL SYSTEM REFURBISHMENT	0	0	0	0	0	2,800	0	0	2,800
DADE COUNTY COURTHOUSE FACILITY REFURBISHMENT	0	0	0	0	0	0	800	0	800
DADE COUNTY COURTHOUSE MECHANICAL EQUIPMENT REPAIRS OR REPLACEMENT	0	0	0	420	4,060	1,220	0	0	5,700
DADE COUNTY COURTHOUSE PLUMBING RISER REFURBISHMENT	0	0	0	0	0	20	9,580	0	9,600
DADE COUNTY COURTHOUSE REFURBISH EMERGENCY SYSTEMS	0	0	0	0	0	0	800	0	800
DATA PROCESSING AND COMMUNICATIONS CENTER FIRE SUPPRESSION	0	0	0	0	0	0	1,000	0	1,000
DATA PROCESSING CENTER FACILITY REFURBISHMENT	225	200	100	0	0	0	2,375	0	2,900
DOWNTOWN GOVERNMENT CENTER FIRE ALARM SYSTEM	500	1,500	1,000	0	0	0	0	0	3,000
E.R. GRAHAM BUILDING EXTERIOR REPAIRS	500	0	0	0	0	0	0	0	500
E.R. GRAHAM BUILDING ROOF REPLACEMENT	800	0	0	0	0	0	0	0	800
FACILITIES ON-GOING MAINTENANCE AND IMPROVEMENTS	4,535	3,200	0	0	0	0	0	0	7,735
FIRE CODE REQUIREMENTS	0	0	0	0	0	0	1,400	0	1,400
FLEET CENTRALIZED VEHICLE RECEIVING CENTER	0	200	0	0	0	0	0	0	200
FLEET SHOP 1 IMPROVEMENTS	400	1,000	3,200	3,000	2,000	0	0	0	9,600
FLEET SHOP 3 RENOVATION	150	273	0	0	0	0	0	0	423
FLEET SHOP 3C - ADDITIONAL SERVICE BAYS	705	1,000	0	0	0	0	0	0	1,705
JOSEPH CALEB CENTER ADDITIONAL PARKING AND FACILITY IMPROVEMENTS	20	120	860	5,000	7,000	0	0	0	13,000
JOSEPH CALEB CENTER FACILITY									

REFURBISHMENT	270	330	0	0	0	0	0	0	600
LIGHTSPEED BUILDING PROGRAM STUDY	5,100	0	0	0	0	0	0	0	5,100
LIGHTSPEED BUILDING ROOF REPLACEMENT	0	0	0	2,000	0	0	0	0	2,000
MARTIN LUTHER KING BUSINESS CENTER	1,500	0	0	300	1,000	0	2,200	0	5,000
MEDICAL EXAMINER BUILDING	40	550	0	0	10	200	2,400	0	3,200
MIAMI-DADE FLAGLER BUILDING RENOVATIONS	0	1,225	7,000	5,475	0	0	0	0	13,700
MODERNIZE ELEVATORS OF PARKING GARAGE 5	0	350	0	0	0	0	0	0	350
NEW HAITIAN COMMUNITY CENTER	1,500	0	0	1,400	50	610	6,440	0	10,000
NORTH DADE JUSTICE CENTER FACILITY REFURBISHMENT	280	220	0	0	0	0	0	0	500
PUBLIC DEFENDER BUILDING FACILITY REFURBISHMENT	150	450	0	0	0	400	100	0	1,100
RICHARD E. GERSTEIN JUSTICE BUILDING ELEVATOR ADDITION	0	0	0	0	0	1,520	1,480	0	3,000
RICHARD E. GERSTEIN JUSTICE BUILDING HEATING, VENTILATION AND AIR CONDITIONING (HVAC) REPAIRS	120	300	1,360	2,120	0	0	0	0	3,900
RICHARD E. GERSTEIN JUSTICE BUILDING MODERNIZE SECURITY AND ELEVATOR SYSTEMS	0	0	0	0	0	0	1,800	0	1,800
SOUTH DADE GOVERNMENT CENTER FACILITY REFURBISHMENT	0	800	0	0	0	0	0	0	800
STEPHEN P. CLARK CENTER - REPLACE SYSTEMS FURNITURE	0	2,000	0	0	0	0	0	0	2,000
STEPHEN P. CLARK CENTER FACILITY REFURBISHMENT - LIFE SAFETY	0	1,200	0	0	0	0	0	0	1,200
STEPHEN P. CLARK CENTER FACILITY SYSTEMS REFURBISHMENT - VARIOUS	440	200	1,000	760	0	0	0	0	2,400
STRUCTURAL REPAIRS TO MIAMI-DADE FLAGLER BUILDING GARAGE	0	450	0	0	0	0	0	0	450
<b>New Facilities</b>									
ACQUIRE OR CONSTRUCT FUTURE MULTI- PURPOSE FACILITIES IN THE UNINCORPORATED MUNICIPAL SERVICE AREA	0	0	0	0	0	0	5,490	0	5,490
ACQUIRE OR CONSTRUCT MULTI-PURPOSE FACILITIES	2,140	3,585	315	0	4,305	0	28,655	0	39,000
ACQUIRE OR CONSTRUCT MULTI-PURPOSE FACILITIES IN COMMISSION DISTRICT 05	1,240	1,760	0	0	0	0	0	0	3,000
ACQUIRE OR CONSTRUCT MULTI-PURPOSE FACILITIES IN COMMISSION DISTRICT 06	2,500	0	0	0	1,000	0	11,500	0	15,000
ACQUIRE OR CONSTRUCT MULTI-PURPOSE FACILITIES IN COMMISSION DISTRICT 09	800	0	0	0	0	0	3,700	0	4,500
NEW NORTH DADE GOVERNMENT CENTER	0	1,000	0	0	0	0	6,500	0	7,500
NEW TRADE SHOP FACILITY	7,800	14,000	0	0	0	0	0	0	21,800
OVERTOWN TRANSIT VILLAGE AND RELATED FACILITY IMPROVEMENTS	113,878	57,305	5,356	7,068	0	0	0	0	183,607
PUERTO RICAN COMMUNITY CENTER	350	0	0	0	0	0	2,150	0	2,500
PURCHASE OF OVERTOWN TOWER 2	0	0	105,000	0	0	0	0	0	105,000
WEST LOT MULTI-USE FACILITY	0	4,890	17,900	0	0	0	0	0	22,790
<b>Support Facilities</b>									
REPLACEMENT OF SHOP 3D FEASIBILITY STUDY AND RENOVATIONS	0	200	0	0	0	0	0	0	200
<b>Department Total:</b>	<b>150,350</b>	<b>103,668</b>	<b>151,701</b>	<b>33,843</b>	<b>19,525</b>	<b>8,990</b>	<b>98,730</b>	<b>0</b>	<b>566,807</b>



## **Intergovernmental Affairs**

# REPORT 3: DEPARTMENTAL SUMMARY BY SUB-ACTIVITY

## Department: Board of County Commissioners

(\$ in 000s)

Activity: Intergovernmental Affairs  
 Sub-Activity:  
 Strategic Area: PF  
 Fund: 010

### A) ISSUES OF THIS ACTIVITY

<sup>1</sup> The FY 2006-07 budget did not include funding for the Tallahassee Dade Days activities. For FY 2007-08, it is necessary to include \$10,000 for activities, publications, promotional items, and graphic services associated with the event. In addition, OIA is actively participating in Florida Association of Counties and National Association of Counties events as a direct result of more commission involvement.

B) OPERATING BUDGET - REVENUES AND EXPENDITURES									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base	
<b>REVENUE</b>									
CW									
General Fund									
Countywide	\$0	\$0	\$0	\$80	\$330	\$427	\$427	\$444	
UMSA									
General Fund	\$0	\$0	\$0	\$38	\$141	\$183	\$183	\$190	
UMSA									
INTERTRNF									
Interagency	\$181	\$111	\$41	\$356	\$523	\$523	\$523	\$523	
Transfers									
<b>TOTAL REVENUE</b>	<b>\$181</b>	<b>\$111</b>	<b>\$41</b>	<b>\$476</b>	<b>\$994</b>	<b>\$1,133</b>	<b>\$1,133</b>	<b>\$1,157</b>	
<b>EXPENDITURES</b>									
Salary	\$56	\$-19	\$-166	\$338	\$508	\$757	\$757	\$742	0
Overtime Salary	0	0	0	0	0	0	0	0	0
Fringe	\$40	\$52	\$48	\$72	\$140	\$174	\$174	\$185	0
Overtime Fringe	0	0	0	0	0	0	0	0	0
Other Operating	\$79	\$78	\$159	\$65	\$161	\$167	\$167	\$195	0

Capital	\$6	\$0	\$0	\$0	\$1	\$6	\$35	\$32	\$35	0
<b>TOTAL OPERATING EXPENDITURES</b>	\$181	\$111	\$41	\$476	\$815	\$1,133	\$1,130	\$1,157		
Debt Services	0	0	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0	0	0
Other Non-Oper	0	0	0	0	0	0	0	0	0	0
Intrdepartment Transfer	0	0	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$181</b>	<b>\$111</b>	<b>\$41</b>	<b>\$476</b>	<b>\$815</b>	<b>\$1,133</b>	<b>\$1,130</b>	<b>\$1,157</b>		
<b>REVENUES LESS EXPENDITURES</b>	\$0	\$0	\$0	\$0	\$0	\$179	\$0	\$3	\$0	\$0
<b>Revenue to the General Fund</b>										

### C) POSITIONS

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
Full-Time Positions Budgeted =	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Filled =	7	7	5	7	7	7	7	7
Part-time FTEs Budgeted =	0	0	0	0	0	1	1	1
Temporary FTEs Budgeted =								

### D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	Desired Outcomes List
Description	Actual	Actual	Actual	Actual	Actual	Budget	Base Budget Submission	

### E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESCRIPTION	CW	UNSA	OTHER	TOTAL	SALARY	FRINGE	OTHER	CAPITAL	APPROVED?	CURRENT	POSITION	DESIRED	COMMENTS/
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		COST	COST	COST	COST			OPER.			YR. APP. OVERAGE?	CHANGE	OUTCOMES List	JUSTIFICATION
1	Tallahassee Dade-Days Activity and Promotional Items funding	0	0	10	10	0	0	10	0	No	No	0	ES8-2	The Tallahassee Dade Days event was reinstated in FY 2006-07. Funding is needed to cover expenses related to the activities, printed materials and promotional items that are distributed during the day of events.
2	Administrative Clerk (part- time)	21	9	0	30	24	6	0	2	No	No	0	ES9-2	The OIA/DC Office has proven to be a great success, as such it is necessary to hire a clerical person that can allow staff to perform legislative activities rather than day to day operations and answer phone calls

Interagency Transfers  
Intergovernmental Affairs  
FY 2006-07

DEPTS	Budget FY 2004-05	Proposed FY 2005-06	Proposed FY 2006-07
Aviation	55,000	81,000	81,000
BCCo	28,000	46,000	46,000
Building	32,000	39,000	39,000
DERM	78,000	115,000	115,000
Seaport	32,000	46,000	46,000
SWM	55,000	81,000	81,000
WASD	78,000	115,000	115,000
	<b>358,000</b>	<b>523,000</b>	<b>523,000</b>

## **Procurement Management**

# Procurement Management

## STRATEGIC PLANNING PRIORITIES AND BUDGET HIGHLIGHTS

### Enabling Strategies

<b>Desired Outcome</b>	<b>Highlights</b>	<b>Performance Impact</b>
ES3-1: Streamlined and responsive procurement process	Reduce Request for Proposal (RFP) and Invitation to Bid (ITB) processing times through the implementation of business process improvements; processing time will be reduced by the elimination of non-value added tasks, parallel versus sequential processing, reduction in duration of individual tasks, and coordination with departments to prepare improved specifications appropriate for immediate competition; further cycle time reduction will be achieved through enabling legislation to support implementation efforts; add one Chief Negotiator/Specification Writer position to negotiate and develop specifications for complex and high value contracts (\$170,000) and three Procurement Contracting Technicians to reduce procurement processing time (\$114,000)	Reduce by 30 percent the processing cycle time for contracts valued over \$1 million to 200 days, and reduce the processing cycle time for contracts valued under \$1 million to between 100 and 120 days
ES3-2: Full and open competition	Continue to promote and foster full and open competition by identifying competitive opportunities, reducing bid waiver and sole source contracts, and monitoring the use of Small Purchase Orders	Reduce bid waiver and sole source contracts from 17 percent to 15 percent of total County contracts
ES5-4: Workforce skills to support County priorities (e.g. leadership, customer service, fiscal problem-solving technology, etc.)	Continue previous efforts to build and strengthen competencies among procurement and support staff by continuing to provide training and professional development	Maintain level of professional development participation among DPM staff at 590 training units per year; ensure that 100 percent of staff attend at least one training event

## REPORT 22: MARCH COMMITTEE REPORT (Revised)

### Department: Procurement Management

(\$ in 000s)

#### Department-wide Issues

- 1 Technology Solution: Essential to the success of departmental operations is the need for an integrated technology solution to effectively and efficiently manage information. Because the implementation of the countywide ERP procurement solution is not immediate, minimal enhancements to existing systems will continue, using existing resources when feasible, to address critical departmental needs and Board mandates. Continued reliance on four independent outdated systems poses a significant challenge. Reporting, tracking and documenting data in the existing systems will continue to be a tedious and time consuming process, which may result in inconsistencies in certain reports. The implementation of the ERP for procurement on a countywide basis is expected to require a 5-6 year effort and will require considerable resources and change management for effective implementation.
- 2 Increased Workload: Based on current predictions, the number of solicitations processed by DPM is expected to increase by 12% over the FY 2006 levels by the end of FY 2008. This increase in DPM workload poses challenges in regard to managing an ever increasing volume of contracts while ensuring absolute accuracy and quality. This continues to be challenging due to the number of procurement staff vacancies. Hiring top-notch capable staff to complement our current team continues to be a priority but has been difficult due to the limited nationwide market for skills and experience required of procurement professionals. This situation requires revisiting traditional recruitment strategies and identifying recruits with subject matter expertise in a variety of functional areas, and investing significant time and funding of professional development to bring the staff to the required levels of competency in the management of procurement processes in the public arena. This multi-faceted approach has resulted in 30 external hires and 9 internal promotions last fiscal year. Only one of the 39 positions filled was unsuccessful and resulted in termination of the probationary period. Other organizational realignments and compensation issues are being addressed in order to achieve successful recruitment and retention.
- 3 Vendor Performance Tracking System: Following a competitive process, a contract was awarded for the development of a database to track and report vendor performance. This significant, countywide project will be launched during the current fiscal year and will require dedicated resources and technology support. Once appropriately resources, full implementation is expected to take place in 12-18 months. The project will be a significant area of interest over the next few years as DPM staff, County departments and vendors are trained on the requirements and methods for tracking vendor performance. This feature is also key in supporting the responsibility legislation that is pending Board approval.
- 4 Process Improvement Review Initiative: Following an in-depth step by step review of the countywide procurement work flow and business processes in January 2006, over three dozen administrative and legislative reforms are recommended to enhance and simplify the County's procurement practices. Implementation of all initiatives is expected to shorten procurement cycle times on average by 30%. Over 50% of the items within DPM's span of management control are already complete or currently underway. Full implementation of DPM managed items is expected in 2007. Insurance process improvements include aggressive steps to modify the current process for determining the types of insurance necessary to indemnify the County. Also, steps are being taken to streamline the County's social policy affidavit requirements and to make the comprehensive vendor affidavit valid for an unlimited term. Additional legislative items, currently pending the Board approval process, include proposed amendments to the Cone of Silence legislation, codification of the Expedited Purchasing Program, Vendor/Contractor Responsibility, and Electronic Commerce.
- 6 Capital Budget Request - Need for an EDMS Document Storage (\$92K) application to digitize paper documents for easy access, storage and retrieval and Bids Receipt/Training Room (\$47K). Application submitted to IT Governance for (\$92K)
- 7 Transit Unit: The current staffing level for the DPM Transit Unit has been reviewed and approval has been granted by Miami-Dade Transit Agency to fund two overage positions. OSBM approval is pending. One clerk support position is placed in the Transit Unit to be reimbursement by Transit department. In addition, one clerical position (Procurement Contracting Technician - \$46K) is being requested on the PATC list for this unit.
- 8 Vendor Education: Educating the vendor community is extremely important for maximizing full and open competition. DPM continues to provide outreach, daily customer service, and educational programs to enhance the awareness of the 13,000 vendors that are actively engaged in our vendor enrollment and registration systems. The enhancements to the vendor pool and the e-procurement features that have been developed in-house have resulted in increased competition that leads to best value purchases. Additionally, DPM supports the Department of Business Development's efforts to promote and require inclusion of small businesses in county contracting. Through these efforts, it is anticipated that additional vendors will join the active vendor pool, resulting in more ample competition and better pricing. In support of this objective, monthly (free of charge) solicitation workshops for RFPs and ITBs will continue, along with participation in tradeshow, outreach events, industry meetings and the annual "Meet the Director" series.
- 9 Proposal to obtain a list of major upcoming acquisitions from large departments to: a) assist in managing workload b) enhance current acquisition planning process.
- 10 Purchasing professional certification incentive: \$27K FY 06-07 and \$58K for FY 07-08

#### Administration Issues

- 1 Revenue Assumptions FY 07-08: General Funds \$960K UAP projected at \$8 million; and estimated Carryover Funds from FY 06-07 \$3 million.

#### Information Systems & Technical Services Issues

- 1 Two overage position approved in FY 06-07 to be dedicated to the ERP technology solution. Funded by DPM Carryover pending reimbursement from Countywide funding of this project.

#### Bids and Contracts Issues

- 1 An out-stationed Senior Procurement Contracting Agent position that was previously funded by the Performing Art Center (PAC) is expected to be transferred back to the department, April 2007, to work on other procurement projects.

#### Transit's Invitation to Bid & Request for Proposal Issues

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## GENERAL DEPARTMENTAL FINANCIAL SUMMARY

## Department: Procurement Management

(\$ in 000s)

## A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base	
<b>REVENUE</b>										
CW	General Fund Countywide	\$4,028	\$4,029	\$4,513	\$3,688	\$420	\$672	\$672	\$672	
UMSA	General Fund UMSA	\$2,167	\$2,169	\$2,128	\$1,736	\$180	\$288	\$288	\$288	
PROP	Carryover	\$0	\$48	\$88	\$167	\$3,234	\$2,322	\$4,101	\$3,071	
PROP	Miscellaneous Revenues	\$39	\$13	\$0	\$15	\$36	\$5	\$44	\$10	
PROP	Surcharge Revenues	\$225	\$142	\$78	\$14	\$7	\$10	\$5	\$0	
PROP	User Access Program Fees	\$0	\$0	\$973	\$5,295	\$8,189	\$6,288	\$7,818	\$8,000	
INTERTRNF	Capital Working Fund	\$0	\$503	\$118	\$125	\$0	\$0	\$0	\$0	
INTERTRNF	Interagency Transfers	\$0	\$0	\$0	\$208	\$0	\$367	\$0	\$0	
<b>TOTAL REVENUE</b>		<b>\$6,459</b>	<b>\$6,904</b>	<b>\$7,898</b>	<b>\$11,248</b>	<b>\$12,066</b>	<b>\$9,952</b>	<b>\$12,928</b>	<b>\$12,041</b>	
<b>EXPENDITURES</b>										
	Salary	\$4,286	\$4,613	\$5,475	\$5,455	\$5,512	\$7,031	\$6,864	\$7,447	0
	Overtime Salary	\$6	\$8	\$6	\$18	\$12	\$14	\$15	\$16	
	Fringe	\$977	\$1,052	\$1,364	\$1,422	\$1,533	\$2,070	\$1,997	\$2,240	0
	Overtime Fringe	\$0	\$0	\$1	\$2	\$2	\$2	\$2	\$2	
	Other Operating	\$1,045	\$1,008	\$812	\$1,041	\$866	\$814	\$957	\$872	
	Capital	\$97	\$135	\$73	\$76	\$40	\$21	\$22	\$17	0
<b>TOTAL OPERATING EXPENDITURES</b>		<b>\$6,411</b>	<b>\$6,816</b>	<b>\$7,731</b>	<b>\$8,014</b>	<b>\$7,965</b>	<b>\$9,952</b>	<b>\$9,857</b>	<b>\$10,594</b>	
	Debt Services	0	0	0	0	0	0	0	0	
	Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	Transfers	0	0	0	0	0	0	0	0	
	Other Non-Operating	0	0	0	0	0	0	0	0	
<b>TOTAL NON OPERATING EXPENDITURES</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>TOTAL EXPENDITURES</b>		<b>\$6,411</b>	<b>\$6,816</b>	<b>\$7,731</b>	<b>\$8,014</b>	<b>\$7,965</b>	<b>\$9,952</b>	<b>\$9,857</b>	<b>\$10,594</b>	
<b>REVENUES LESS EXPENDITURES</b>		<b>\$48</b>	<b>\$88</b>	<b>\$167</b>	<b>\$3,234</b>	<b>\$4,101</b>	<b>\$0</b>	<b>\$3,071</b>	<b>\$1,447</b>	

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	109	112	102	96	110	113	115	115
Full-Time Positions Filled =	99	98	90	87	96		115	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =		3.97	0.8	1.28	1.63	1	1.23	0.96

Activity: Administration								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$1,056	\$639	\$1,255	\$778	\$0	\$30	\$30	\$0
General Fund UMSA	\$568	\$344	\$594	\$368	\$0	\$12	\$12	\$0
Carryover	\$0	\$48	\$88	\$167	\$3,234	\$1,563	\$3,422	\$3,071
Miscellaneous Revenues	\$0	\$0	\$-6	\$0	\$0	\$5	\$5	\$0
Surcharge Revenues	\$0	\$142	\$0	\$0	\$0	\$0	\$0	\$0
User Access Program Fees	\$0	\$0	\$365	\$3,609	\$2,449	\$73	\$1,466	\$445
Capital Working Fund	\$0	\$488	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$1,624</b>	<b>\$1,661</b>	<b>\$2,296</b>	<b>\$4,922</b>	<b>\$5,683</b>	<b>\$1,683</b>	<b>\$4,935</b>	<b>\$3,516</b>
<b>EXPENDITURES</b>								
Salary	\$1,071	\$1,064	\$1,307	\$1,144	\$1,163	\$1,261	\$1,377	\$1,562
Overtime Salary	\$1	\$2	\$1	\$2	\$4	\$2	\$3	\$3
Fringe	\$235	\$235	\$318	\$270	\$288	\$336	\$356	\$409
Overtime Fringe	\$0	\$0	\$0	\$0	\$1	\$0	\$0	\$0
Other Operating	\$204	\$167	\$438	\$208	\$97	\$66	\$109	\$95
Capital	\$65	\$105	\$65	\$64	\$29	\$18	\$19	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$1,576</b>	<b>\$1,573</b>	<b>\$2,129</b>	<b>\$1,688</b>	<b>\$1,582</b>	<b>\$1,683</b>	<b>\$1,864</b>	<b>\$2,069</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$1,576</b>	<b>\$1,573</b>	<b>\$2,129</b>	<b>\$1,688</b>	<b>\$1,582</b>	<b>\$1,683</b>	<b>\$1,864</b>	<b>\$2,069</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$48</b>	<b>\$88</b>	<b>\$167</b>	<b>\$3,234</b>	<b>\$4,101</b>	<b>\$0</b>	<b>\$3,071</b>	<b>\$1,447</b>

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	16	17	18	16	16	16	17	17
Full-Time Positions Filled =	14	17	17	14	14		17	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =		1.54			0.36	0.5	0.34	0.48

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Number of participants in training and professional development events		258	399	558	687	590	590	600	ES3-1
<b>Comments/Justification:</b> Provide training and professional development for procurement and support staff, through: a) In-house workshops and County provided training, including Ethics, Specification Writing, Focused Workshops, Microsoft and Supervisory Certification. b) Outside agencies specializing in purchasing, negotiations, market research and other procurement related subjects c) Specialized training modules developed on behalf of DPM									

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
6	Purchasing Professional Certification Incentive	0	0	14	14	12	2	0	0	No	No	0	ES3-1

COMMENTS/JUSTIFICATION:DPM proposes to institute a program that would encourage its Staff to obtain the professional procurement certification. This certification will confirm the employee's competency for the benefit of the public and the County.

7	Training	0	0	8	8	0	0	8	0	No	No	0	ES3-1
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COMMENTS/JUSTIFICATION:Additional training is needed to strengthen professional proficiencies \*The training budget for FY 07-08 is \$67,900. At the department level, additional funding allows for the participation of 600 attendees at training and professional development events (an average of 5 training events per employee). \* Additional training is requested (\$46,100) to enhance the current level of training provided and for the participation of an additional 167 attendees at various training events (an average of 2 additional training events per employee). \* Additional training includes various courses offered by outside agencies specializing in purchasing, negotiations, market research and other procurement related subjects, as well as Microsoft Word and Excel training.

9	Office Support Specialist 2 (Estimated for 19 PP)	0	0	39	39	25	11	2	1	No	No	1	ES3-1
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COMMENTS/JUSTIFICATION:This position will provide clerical assistance to the Director Office and the Administrative and Fiscal Division. \* Relieving the department switchboard (2 hours daily and when receptionist is absent or on leave), \* Deliveries and pickup of sensitive administrative and personnel documents \* Making copies of resumes/interview packages \* Files and maintaining personnel records, tracking assignments for the Personnel Section \* Types and mails regret letters to job applicants \* Prepares the On-The-Spot Awards and the TAG Awards \* Render administrative and clerical support to the training coordinator in the preparation of course presentation packages and other related matters. \*Providing mass reproduction support to the Director's Office and entire departmental staff will be necessary. These duties are currently shared by the Personnel Section employees with support from the Fiscal and Vendor Unit to relieve the receptionist desk. Due to the amount of clerical duties assigned, other critical administrative areas are often backlogged or lacking.

12	Accountant 1 (19 PP)	0	0	52	52	36	13	2	1	No	No	1	ES3-1
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COMMENTS/JUSTIFICATION:The current Small Purchase Order (SPO) limit is \$10,000 and Administrative order 3-38 requires DPM to audit and monitor its use to ensure there is no abuse of the authority \* In fiscal year 2005, departments issued 11,620 SPO transactions valued at approximately \$20 million. \* Spot audit have not been adequately performed in the past due to a lack of staffing and the high administrative workload for the two positions responsible for department wide fiscal operations. \* Sampling of SPO use revealed the need to continuously audit and monitor SPOs, research purchases and payments, notify departments of non-compliance, monitor for corrective actions and consolidate contracts, where economical. \* SPO management will become more critical if the Board increases the SPO limit to \$25,000 as recommended. This recommendation was made with the proviso that DPM will increase vigilance. The position will: \* Perform UAP billing, review and analyze UAP revenues and payments and prepare monthly and quarterly management reports. \* Prepare UAP billings on behalf of municipalities or quasi governmental agencies unable to deduct the UAP discount from vendor invoices \* Respond to frequently asked questions from vendors, non-County agencies and user departments regarding the application of the UAP, billings and contract information \* Review and analyze Direct Payments made outside of the ADPICS tracking system \* Manage and reconcile emergency purchases made via credit cards during declared emergencies for FEMA reimbursement claims

Activity: Bids and Contracts								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$1,626	\$1,631	\$1,645	\$1,519	\$420	\$577	\$577	\$672
General Fund UMSA	\$876	\$878	\$774	\$715	\$180	\$248	\$248	\$288
Carryover	\$0	\$0	\$0	\$0	\$0	\$184	\$184	\$0
Miscellaneous Revenues	\$39	\$12	\$6	\$13	\$36	\$0	\$39	\$10
Surcharge Revenues	\$225	\$0	\$78	\$14	\$7	\$10	\$5	\$0
User Access Program Fees	\$0	\$0	\$352	\$816	\$2,510	\$2,711	\$2,766	\$2,999
Capital Working Fund	\$0	\$3	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$2,766</b>	<b>\$2,524</b>	<b>\$2,855</b>	<b>\$3,077</b>	<b>\$3,153</b>	<b>\$3,730</b>	<b>\$3,819</b>	<b>\$3,969</b>
<b>EXPENDITURES</b>								
Salary	\$2,015	\$1,842	\$2,151	\$2,303	\$2,306	\$2,726	\$2,797	\$2,894
Overtime Salary	\$1	\$3	\$0	\$3	\$2	\$5	\$5	\$5
Fringe	\$469	\$429	\$545	\$591	\$639	\$817	\$830	\$886
Overtime Fringe	\$0	\$0	\$0	\$1	\$0	\$1	\$1	\$1
Other Operating	\$270	\$244	\$156	\$174	\$199	\$180	\$185	\$178
Capital	\$11	\$6	\$3	\$5	\$7	\$1	\$1	\$5
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$2,766</b>	<b>\$2,524</b>	<b>\$2,855</b>	<b>\$3,077</b>	<b>\$3,153</b>	<b>\$3,730</b>	<b>\$3,819</b>	<b>\$3,969</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$2,766</b>	<b>\$2,524</b>	<b>\$2,855</b>	<b>\$3,077</b>	<b>\$3,153</b>	<b>\$3,730</b>	<b>\$3,819</b>	<b>\$3,969</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	54	47	44	39	47	48	48	48
Full-Time Positions Filled =	49	43	37	37	42		48	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =		1.79	0.06	0.48	0.58	0	0.34	0



D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Processing time in calendar days for Invitations to Bid (ITB) (contracts valued over \$1 M)	N/A	307	411	285	272	215	215	215	ES3-1
<b>Comments/Justification:</b> Reduce procurement cycle using step by step review recommendations as benchmarks (for 70% of solicitations) ASSUMPTIONS Processing time for the purpose of tracking is measured from: The date the requisition and scope of work are finalized to the date of contract award * FY 05-06 and FY 06-07 projections assume: * Full staffing levels * Some legislative changes are approved to shorten cycle time: * Full implementation of the Expedited Procurement Program * Full implementation of the Step by Step Review recommendations and adequate elapsed time for change to take effect									
Processing Time in calendar days (contracts valued under \$1 M)	N/A	300	201	129	142	135	135	135	ES3-1
<b>Comments/Justification:</b> Reduce procurement cycle using step by step review recommendations as benchmarks (for 70% of solicitations) ASSUMPTIONS Processing time for the purpose of tracking is measured from: The date the requisition and scope of work are finalized to the date of contract award * FY 05-06 and FY 06-07 projections assume: * Full staffing levels * Some legislative changes are approved to shorten cycle time: * Full implementation of the Expedited Procurement Program * Full implementation of the Step by Step Review recommendations and adequate elapsed time for change to take effect									

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
6	Purchasing Professional Certification Incentive	0	0	25	25	21	4	0	0	No	No	0	ES3-1

COMMENTS/JUSTIFICATION:DPM proposes to institute a program that would encourage its Staff to obtain the professional procurement certification. This certification will confirm the employee's competency for the benefit of the public and the County.

7	Training	0	0	9	9	0	0	9	0	No	No	0	ES3-1
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COMMENTS/JUSTIFICATION:Additional training is needed to strengthen professional proficiencies proficiencies of current and future staff. \*The training budget for FY 07-08 is \$67,900. At ehe department level, additional funding allows for the participation of 600 attendees at training and professional development events (an average of 5 training events per employee). \* Additional training is requested (\$46,100) to enhance the current level of training provided and for the participation of an additional 167 attendees at various training events (an average of 2 additional training events per employee). \* Additional training includes various courses offered by outside agencies specializing in purchasing, negotiations, market research and other procurement related subjects, as well as Microsoft Word and Excel training.

11	Assistant Manager, Procurement Bids & Contracts	0	0	74	74	55	16	2	1	No	No	1	ES3-1
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COMMENTS/JUSTIFICATION:This position would assist the Procurement Contracting Manager with the day-to-day operations of the unit. The addition of this position would free up the Manager to focus on tasks such as further establishing relationships with the client departments, identify new training opportunities for unit staff and developing and implementing several processes identified in the Procurement Process Improvement Initiative. In addition, this position would also allow the Manager to concentrate on accuracy of documents and on the structure of the solicitation in general including writing good methods of award that will support the purpose of the acquisition. Current manager enrolled in DROP and this is DPM's succession plan

14	Temporary Help (Clerk 4)	0	0	30	30	0	0	30	0	No	No	0	ES3-1
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COMMENTS/JUSTIFICATION:Purchasing Division / Bids and Contract Unit - Temporary Clerk 4 position performs clerical and technitcal duties in support of the Procurment Analyst and the Bids & Contracts Unit. These duties include but are not limited to maintaining the routing log of actions routed for approval, scheduling public meetings on the Metro Calender, assisting with the monthly ITB workshops, routing items for BCC agenda and assist with the writing and editing of memos and agenda items.

**Activity: Competitive Acquisition****A) OPERATING BUDGET - REVENUES AND EXPENDITURES**

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$0	\$172	\$264	\$131	\$0	\$9	\$9	\$0
General Fund UMSA	\$0	\$93	\$124	\$61	\$0	\$4	\$4	\$0
Carryover	\$0	\$0	\$0	\$0	\$0	\$80	\$0	\$0
User Access Program Fees	\$0	\$0	\$70	\$194	\$266	\$510	\$372	\$434
<b>TOTAL REVENUE</b>	<b>\$0</b>	<b>\$265</b>	<b>\$458</b>	<b>\$386</b>	<b>\$266</b>	<b>\$603</b>	<b>\$385</b>	<b>\$434</b>
<b>EXPENDITURES</b>								
Salary	\$0	\$203	\$350	\$282	\$191	\$451	\$282	\$319
Overtime Salary	\$0	\$1	\$0	\$2	\$2	\$0	\$0	\$0
Fringe	\$0	\$47	\$94	\$78	\$58	\$130	\$85	\$97
Overtime Fringe	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Operating	\$0	\$13	\$13	\$24	\$15	\$21	\$17	\$18
Capital	\$0	\$1	\$1	\$0	\$0	\$1	\$1	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$0</b>	<b>\$265</b>	<b>\$458</b>	<b>\$386</b>	<b>\$266</b>	<b>\$603</b>	<b>\$385</b>	<b>\$434</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$265</b>	<b>\$458</b>	<b>\$386</b>	<b>\$266</b>	<b>\$603</b>	<b>\$385</b>	<b>\$434</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	0	7	7	5	6	7	4	4
Full-Time Positions Filled =		7	7	4	3		4	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =							0.03	

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Percentage of non-competed contracts	N/A	31%	23%	20%	16%	16%	16%	16%	ES3-2
<b>Comments/Justification:</b> DPM works with client departments to reduce the number of non-competitive actions. It is difficult to achieve the targets as contract terms vary and a large percentage of contracts will not expire this year. However, to date staff has reduced the number of non-competitive contracts to 18%. It is important to note, that there is a significant delay in receiving specifications from departments for the purchase of items that were previously awarded through non-competitive actions and where the market now indicates there is competition. These delays in development of specifications require the use of temporary bid waivers or contract modifications to avoid disrupting County operations. This is a limiting factor in staff's ability to meet the aggressive goals for this measure.									

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
7	Training	0	0	5	5	0	0	5	0	No	No	0	ES3-2

COMMENTS/JUSTIFICATION: Additional training is needed to strengthen professional proficiencies proficiencies of current and future staff. \*The training budget for FY 07-08 is \$67,900. At the department level, additional funding allows for the participation of 600 attendees at training and professional development events (an average of 5 training events per employee). \* Additional training is requested (\$46,100) to enhance the current level of training provided and for the participation of an additional 167 attendees at various training events (an average of 2 additional training events per employee). \* Additional training includes various courses offered by outside agencies specializing in purchasing, negotiations, market research and other procurement related subjects, as well as Microsoft Word and Excel training.

Activity: Information Systems & Technical Services								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$657	\$662	\$391	\$462	\$0	\$8	\$8	\$0
General Fund UMSA	\$353	\$357	\$184	\$217	\$0	\$4	\$4	\$0
Carryover	\$0	\$0	\$0	\$0	\$0	\$127	\$127	\$0
User Access Program Fees	\$0	\$0	\$0	\$257	\$874	\$744	\$830	\$1,120
<b>TOTAL REVENUE</b>	<b>\$1,010</b>	<b>\$1,019</b>	<b>\$575</b>	<b>\$936</b>	<b>\$874</b>	<b>\$883</b>	<b>\$969</b>	<b>\$1,120</b>
<b>EXPENDITURES</b>								
Salary	\$436	\$408	\$357	\$341	\$335	\$354	\$332	\$523
Overtime Salary	\$2	\$1	\$5	\$9	\$3	\$4	\$4	\$5
Fringe	\$96	\$92	\$83	\$81	\$82	\$99	\$96	\$149
Overtime Fringe	\$0	\$0	\$1	\$1	\$1	\$1	\$1	\$1
Other Operating	\$459	\$517	\$127	\$500	\$453	\$425	\$536	\$432
Capital	\$17	\$1	\$2	\$4	\$0	\$0	\$0	\$10
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$1,010</b>	<b>\$1,019</b>	<b>\$575</b>	<b>\$936</b>	<b>\$874</b>	<b>\$883</b>	<b>\$969</b>	<b>\$1,120</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$1,010</b>	<b>\$1,019</b>	<b>\$575</b>	<b>\$936</b>	<b>\$874</b>	<b>\$883</b>	<b>\$969</b>	<b>\$1,120</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	9	9	7	6	5	5	7	7
Full-Time Positions Filled =	9	6	6	6	5		7	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =					0.13			



## E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
1	Two Senior Procurement Contracting Officer-ERP (Estimated for 12 PP)	0	0	91	91	70	19	2	0	Yes	Yes	2	ES3-1

COMMENTS/JUSTIFICATION: Two Sr. Procurement Contracting Officers are required for ERP implementation. Responsibilities involve facilitating implementation of the procurement specific modules for the ERP system on a Countywide basis as the lead Project Manager. As Project Managers for the Department of Procurement Management for countywide ERP implementation, the Senior Procurement Contracting Officers will work with various technical resources throughout the County to ensure that a proper transition strategy is in place for the phasing out of the current Legacy System to the new PeopleSoft ERP platform. This would involve working collaboratively with the ERP Project Management Office, the Finance Department, and the ERP integrator.

7	Training	0	0	3	3	0	0	3	0	No	No	0	ES3-1
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COMMENTS/JUSTIFICATION: Additional training is needed to strengthen professional proficiencies of current and future staff. \*The training budget for FY 07-08 is \$67,900. At the department level, additional funding allows for the participation of 600 attendees at training and professional development events (an average of 5 training events per employee). \* Additional training is requested (\$46,100) to enhance the current level of training provided to participate in the Tier and Oracle conferences

16	Clerk 2 (EDMS) (Estimated at 19 PP)	0	0	34	34	21	10	2	1	No	No	1	ES3-1
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COMMENTS/JUSTIFICATION: The Electronic Data Management System (EDMS) project will minimize the need to maintain physical paper files and will allow immediate access to procurement and vendor records. \* DPM issues more than 1,200 contracts per year each averaging in excess of 100 pages (10,000 pages per month). Additionally, the EDMS projects will include all bids, proposals, protests, queries etc. received in connection with a solicitation. This position will support implementation of the EDMS by: \* Collecting, sorting and scanning electronic document related to solicitations \* Index and store paper files until electronic data is verified \* Arrange disposal of paper files after electronic file verification.

17	Clerk 3 (EDMS) (estimated at 19 PP)	0	0	38	38	24	11	2	1	No	No	1	ES3-1
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COMMENTS/JUSTIFICATION: The Electronic Data Management System (EDMS) project will minimize the need to maintain physical paper files and will allow immediate access to procurement and vendor records. \* DPM issues more than 1,200 contracts per year each averaging in excess of 100 pages (10,000 pages per month). Additionally, the EDMS projects will include all bids, proposals, protests, queries etc. received in connection with a solicitation. This position will support implementation of the EDMS by: \* Managing the EDMS implementation \* Index, catalog, verify and archive electronic files until \* Authorize disposal of paper files after electronic file verification \* Work with the EDMS Clerk 2 to maintain the EDMS system

Activity: IT Procurement								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$27	\$150	\$231	\$242	\$0	\$15	\$15	\$0
General Fund UMSA	\$14	\$80	\$109	\$114	\$0	\$6	\$6	\$0
Carryover	\$0	\$0	\$0	\$0	\$0	\$95	\$95	\$0
User Access Program Fees	\$0	\$0	\$61	\$127	\$693	\$716	\$819	\$1,052
<b>TOTAL REVENUE</b>	<b>\$41</b>	<b>\$230</b>	<b>\$401</b>	<b>\$483</b>	<b>\$693</b>	<b>\$832</b>	<b>\$935</b>	<b>\$1,052</b>
<b>EXPENDITURES</b>								
Salary	\$0	\$190	\$319	\$321	\$502	\$608	\$698	\$747
Overtime Salary	\$0	\$0	\$0	\$0	\$0	\$1	\$1	\$1
Fringe	\$0	\$39	\$75	\$141	\$174	\$191	\$219	\$270
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$41	\$1	\$7	\$19	\$17	\$32	\$17	\$34
Capital	\$0	\$0	\$0	\$2	\$0	\$0	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$41</b>	<b>\$230</b>	<b>\$401</b>	<b>\$483</b>	<b>\$693</b>	<b>\$832</b>	<b>\$935</b>	<b>\$1,052</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$41</b>	<b>\$230</b>	<b>\$401</b>	<b>\$483</b>	<b>\$693</b>	<b>\$832</b>	<b>\$935</b>	<b>\$1,052</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	5	6	7	8	11	11	13	13
Full-Time Positions Filled =	5	5	5	6	9		13	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =					0	0	0	0

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Processing Time in calendar days for Invitation to Bid (ITB) (contracts valued over \$1 M)	N/A	N/A	411	285	272	215	215	215	ES3-1
<b>Comments/Justification:</b> Reduce procurement cycle using step by step review recommendations as benchmarks Assumptions: Processing time for the purpose of tracking is measured from: The date the requisition and scope of work are finalized to the date of contract award. FY 05-06 and FY 06-07 projections assume: * Full staffing levels * Some legislative changes are approved to shorten cycle time: * Full implementation of the Expedited Procurement Program * Full implementation of the Step by Step Review recommendations and adequate elapsed time for changes to take effect. Several IT procurements are complex, very involved and are multi-year procurements. When awarded, these will significantly skew average processing times.									
Processing Time in calendar days (contracts valued under \$1 M)(ITBS)			201	129	142	135	135	135	ES3-1
<b>Comments/Justification:</b> Reduce procurement cycle using step by step review recommendations as benchmarks Assumptions: Processing time for the purpose of tracking is measured from: The date the requisition and scope of work are finalized to the date of contract award. FY 05-06 and FY 06-07 projections assume: *The date the requisition and scope of work are finalized to the date of contract award * FY 05-06 and FY 06-07 projections assume: * Full staffing levels * Some legislative changes are approved to shorten cycle time: * Full implementation of the Expedited Procurement Program * Full implementation of the Step by Step Review recommendations and adequate elapsed time for changes to take effect Several IT procurements are complex, very involved and are multi-year procurements. When awarded, these will significantly skew average processing times.									
Processing Time in calendar days (contracts valued over \$1 M)(RFPs)			405	258	200	200	200	200	ES3-1
<b>Comments/Justification:</b> Reduce procurement cycle using step by step review recommendations as benchmarks Assumptions: Processing time for the purpose of tracking is measured from: *The date the requisition and scope of work are finalized to the date of contract award * FY 05-06 and FY 06-07 projections assume: * Full staffing levels * Some legislative changes are approved to shorten cycle time: * Full implementation of the Expedited Procurement Program * Full implementation of the Step by Step Review recommendations and adequate elapsed time for changes to take effect Several IT procurements are complex, very involved and are multi-year procurements. When awarded, these will significantly skew average processing times.									
Processing Time in calendar days (contracts valued under \$1 M)(RFPS)			198	174	168	135	135	135	ES3-1
<b>Comments/Justification:</b> Reduce procurement cycle using step by step review recommendations as benchmarks Assumptions: Processing time for the purpose of tracking is measured from: The date the requisition and scope of work are finalized to the date of contract award. FY 05-06 and FY 06-07 projections assume: * FY 05-06 and FY 06-07 projections assume: * Full staffing levels * Some legislative changes are approved to shorten cycle time: * Full implementation of the Expedited Procurement Program * Full implementation of the Step by Step Review recommendations and adequate elapsed time for changes to take effect Several IT procurements are complex, very involved and are multi-year procurements. When awarded, these will significantly skew average processing times.									

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
6	Purchasing Professional Certification Incentive	0	0	11	11	9	1	0	0	No	No	0	ES3-1

COMMENTS/JUSTIFICATION:DPM proposes to institute a program that would encourage its Staff to obtain the professional procurement certification. This certification will confirm the employee's competency for the benefit of the public and the County.

7	Training	0	0	1	1	0	0	1	0	No	No	0	ES3-1
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COMMENTS/JUSTIFICATION:Additional training is needed to strengthen professional proficiencies proficiencies of current and future staff. \*The training budget for FY 07-08 is \$67,900. At the department level, additional funding allows for the participation of 600 attendees at training and professional development events (an average of 5 training events per employee). \* Additional training is requested (\$46,100) to enhance the current level of training provided and for the participation of an additional 167 attendees at various training events (an average of 2 additional training events per employee). \* Additional training includes various courses offered by outside agencies specializing in purchasing, negotiations, market research and other procurement related subjects, as well as Microsoft Word and Excel training.

Activity: Request For Proposal								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$389	\$467	\$473	\$342	\$0	\$22	\$22	\$0
General Fund UMSA	\$209	\$251	\$223	\$161	\$0	\$9	\$9	\$0
Carryover	\$0	\$0	\$0	\$0	\$0	\$171	\$171	\$0
Miscellaneous Revenues	\$0	\$1	\$0	\$2	\$0	\$0	\$0	\$0
User Access Program Fees	\$0	\$0	\$125	\$281	\$843	\$1,041	\$1,051	\$1,271
Capital Working Fund	\$0	\$11	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$598</b>	<b>\$730</b>	<b>\$821</b>	<b>\$786</b>	<b>\$843</b>	<b>\$1,243</b>	<b>\$1,253</b>	<b>\$1,271</b>
<b>EXPENDITURES</b>								
Salary	\$481	\$564	\$646	\$588	\$633	\$918	\$944	\$947
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$106	\$124	\$152	\$139	\$172	\$271	\$266	\$274
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$11	\$25	\$22	\$59	\$34	\$53	\$42	\$50
Capital	\$0	\$17	\$1	\$0	\$4	\$1	\$1	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$598</b>	<b>\$730</b>	<b>\$821</b>	<b>\$786</b>	<b>\$843</b>	<b>\$1,243</b>	<b>\$1,253</b>	<b>\$1,271</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$598</b>	<b>\$730</b>	<b>\$821</b>	<b>\$786</b>	<b>\$843</b>	<b>\$1,243</b>	<b>\$1,253</b>	<b>\$1,271</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	16	17	11	13	12	13	13	13
Full-Time Positions Filled =	15	11	11	11	10		13	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =			0.1	0.3	0		0.09	0

## D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Processing time in calendar days for Request for Proposals (RFP) (contracts valued over \$1 M)	N/A	N/A	405	258	200	215	215	215	ES3-1

**Comments/Justification:** Reduce procurement cycle using step by step review recommendations as benchmarks Assumptions: Processing time for the purpose of tracking is measured from: The date the requisition and scope of work are finalized to the date of contract award. FY 05-06 and FY 06-07 projections assume: \* Full staffing levels \* Some legislative changes are approved to shorten cycle time: \* Full implementation of the Expedited Procurement Program \* Full implementation of the Step by Step Review recommendations and adequate elapsed time for changes to take effect.

Processing Time in calendar days (contracts valued under \$1 M)(RFPs)	N/A	N/A	198	174	168	135	135	135	ES3-1
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**Comments/Justification:** Reduce procurement cycle using step by step review recommendations as benchmarks Assumptions: Processing time for the purpose of tracking is measured from: The date the requisition and scope of work are finalized to the date of contract award. FY 05-06 and FY 06-07 projections assume: \* Full staffing levels \* Some legislative changes are approved to shorten cycle time: \* Full implementation of the Expedited Procurement Program \* Full implementation of the Step by Step Review recommendations and adequate elapsed time for changes to take effect.



E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
6	Purchasing Professional Certification Incentive	0	0	4	4	3	1	0	0	No	No	0	ES3-1

COMMENTS/JUSTIFICATION:DPM proposes to institute a program that would encourage its Staff to obtain the professional procurement certification. This certification will confirm the employee's competency for the benefit of the public and the County.

7	Training	0	0	9	9	0	0	9	0	No	No	0	ES3-1
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COMMENTS/JUSTIFICATION:Additional training is needed to strengthen professional proficiencies proficiencies of current and future staff. \*The training budget for FY 07-08 is \$67,900. At the department level, additional funding allows for the participation of 600 attendees at training and professional development events (an average of 5 training events per employee). \* Additional training is requested (\$46,100) to enhance the current level of training provided and for the participation of an additional 167 attendees at various training events (an average of 2 additional training events per employee). \* Additional training includes various courses offered by outside agencies specializing in purchasing, negotiations, market research and other procurement related subjects, as well as Microsoft Word and Excel training.

Activity: Transit's Invitation to Bid & Request for Proposal								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
User Access Program Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$11	\$2
Interagency Transfers	\$0	\$0	\$0	\$208	\$0	\$367	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$208</b>	<b>\$0</b>	<b>\$367</b>	<b>\$11</b>	<b>\$2</b>
<b>EXPENDITURES</b>								
Salary	\$0	\$0	\$0	\$166	\$0	\$279	\$9	\$0
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$0	\$0	\$0	\$37	\$0	\$80	\$2	\$0
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$0	\$0	\$0	\$5	\$0	\$8	\$0	\$0
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$208</b>	<b>\$0</b>	<b>\$367</b>	<b>\$11</b>	<b>\$2</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$208</b>	<b>\$0</b>	<b>\$367</b>	<b>\$11</b>	<b>\$2</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	0	0	0	2	4	4	4	4
Full-Time Positions Filled =				2	4		4	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Processing Time in calendar days (contracts valued under \$1 M)(ITBS)	N/A	300	201	129	142	135	135	135	ES3-1
<b>Comments/Justification:</b> Reduce procurement cycle using step by step review recommendations as benchmarks Assumptions: Processing time for the purpose of tracking is measured from: The date the requisition and scope of work are finalized to the date of contract award. FY 05-06 and FY 06-07 projections assume: *The date the requisition and scope of work are finalized to the date of contract award * FY 05-06 and FY 06-07 projections assume: * Full staffing levels * Some legislative changes are approved to shorten cycle time: * Full implementation of the Expedited Procurement Program * Full implementation of the Step by Step Review recommendations and adequate elapsed time for changes to take effect Several IT procurements are complex, very involved and are multi-year procurements. When awarded, these will significantly skew average processing times.									
Processing time in calendar days for Invitations to Bid (ITB) (contracts valued over \$1 M)	N/A	307	411	285	272	215	215	215	ES3-1
<b>Comments/Justification:</b> Reduce procurement cycle using step by step review recommendations as benchmarks (for 70% of solicitations) ASSUMPTIONS Processing time for the purpose of tracking is measured from: The date the requisition and scope of work are finalized to the date of contract award * FY 05-06 and FY 06-07 projections assume: * Full staffing levels * Some legislative changes are approved to shorten cycle time: * Full implementation of the Expedited Procurement Program * Full implementation of the Step by Step Review recommendations and adequate elapsed time for change to take effect									
Processing Time in calendar days (contracts valued over \$1 M)(RFPs)	N/A	N/A	405	258	200	215	215	215	ES3-1
<b>Comments/Justification:</b> Reduce procurement cycle using step by step review recommendations as benchmarks Assumptions: Processing time for the purpose of tracking is measured from: *The date the requisition and scope of work are finalized to the date of contract award * FY 05-06 and FY 06-07 projections assume: * Full staffing levels * Some legislative changes are approved to shorten cycle time: * Full implementation of the Expedited Procurement Program * Full implementation of the Step by Step Review recommendations and adequate elapsed time for changes to take effect Several IT procurements are complex, very involved and are multi-year procurements. When awarded, these will significantly skew average processing times.									
Processing Time in calendar days (contracts valued under \$1 M)(RFPs)	N/A	N/A	198	174	168	135	135	135	ES3-1
<b>Comments/Justification:</b> Reduce procurement cycle using step by step review recommendations as benchmarks Assumptions: Processing time for the purpose of tracking is measured from: The date the requisition and scope of work are finalized to the date of contract award. FY 05-06 and FY 06-07 projections assume: * FY 05-06 and FY 06-07 projections assume: * Full staffing levels * Some legislative changes are approved to shorten cycle time: * Full implementation of the Expedited Procurement Program * Full implementation of the Step by Step Review recommendations and adequate elapsed time for changes to take effect Several IT procurements are complex, very involved and are multi-year procurements. When awarded, these will significantly skew average processing times.									

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
4	Procurement Contracting Officer - (11.5 PP)	0	0	39	39	29	8	1	1	Yes	Yes	1	ES3-1

COMMENTS/JUSTIFICATION: Additional resources are needed to manage the increasing workload of complex RFP and ITB solicitations processed by the DPM Transit Unit. The current staff is inadequate to effectively manage the additional workload required to bring every single award, independent of value to the BCC, its Committees and the CITT for approval, as well as the unique need to invest considerable staff time in developing the technical specifications for Transit purchases, requiring additional dedicated procurement resources. Also, there is a substantial and frequent need for MDT staff to work one-on-one with the dedicated Transit Unit in developing technical specifications, and this continues to require significant DPM staff time with vendors and issues related to performance, insurance, ownership and legal matters above and beyond the experience in other operational areas.

5	Procurement Contracting Agent (11.5)	0	0	29	29	20	7	1	1	Yes	Yes	1	ES3-1
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COMMENTS/JUSTIFICATION: Additional resources are needed to manage the increasing workload of complex RFP and ITB solicitations processed by the DPM Transit Unit. The current staff is inadequate to effectively manage the additional workload required to bring every single award, independent of value to the BCC, its Committees and the CITT for approval, as well as the unique need to invest considerable staff time in developing the technical specifications for Transit purchases, requiring additional dedicated procurement resources. Also, there is a substantial and frequent need for MDT staff to work one-on-one with the dedicated Transit Unit in developing technical specifications, and this continues to require significant DPM staff time with vendors and issues related to performance, insurance, ownership and legal matters above and beyond the experience in other operational areas.

6	Purchasing Professional Certification Incentive	0	0	4	4	3	1	0	0	No	No	0	ES3-1
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COMMENTS/JUSTIFICATION: DPM proposes to institute a program that would encourage its Staff to obtain the professional procurement certification. This certification will confirm the employee's competency for the benefit of the public and the County.

7	Training	0	0	6	6	0	0	6	0	No	No	0	ES3-1
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COMMENTS/JUSTIFICATION: National Transit Institute training to comply with federal requirements

15	Procurement Contracting Technician (19 PP)	0	0	46	46	31	12	2	1	No	No	1	ES3-2
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COMMENTS/JUSTIFICATION: Additional resources are needed to manage the increasing workload of complex RFP and ITB solicitations processed by the DPM Transit Unit. The current staff is inadequate to effectively manage the additional workload required to bring every single award, independent of value to the BCC, its Committees and the CITT for approval, as well as the unique need to invest considerable staff time in developing the technical specifications for Transit purchases, requiring additional dedicated procurement resources. Also, there is a substantial and frequent need for MDT staff to work one-on-one with the dedicated Transit Unit in developing technical specifications, and this continues to require significant DPM staff time with vendors and issues related to performance, insurance, ownership and legal matters above and beyond the experience in other operational areas.

<b>Activity: Vendor Assistance</b>								
<b>A) OPERATING BUDGET - REVENUES AND EXPENDITURES</b>								
	<b>FY 2001-02</b>	<b>FY 2002-03</b>	<b>FY 2003-04</b>	<b>FY 2004-05</b>	<b>FY 2005-06</b>	<b>FY 2006-07</b>	<b>FY 2006-07</b>	<b>FY 2007-08</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projection</b>	<b>Base</b>
<b>REVENUE</b>								
General Fund Countywide	\$273	\$308	\$254	\$214	\$0	\$11	\$11	\$0
General Fund UMSA	\$147	\$166	\$120	\$100	\$0	\$5	\$5	\$0
Carryover	\$0	\$0	\$0	\$0	\$0	\$102	\$102	\$0
User Access Program Fees	\$0	\$0	\$0	\$11	\$554	\$493	\$503	\$677
Capital Working Fund	\$0	\$1	\$118	\$125	\$0	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$420</b>	<b>\$475</b>	<b>\$492</b>	<b>\$450</b>	<b>\$554</b>	<b>\$611</b>	<b>\$621</b>	<b>\$677</b>
<b>EXPENDITURES</b>								
Salary	\$283	\$342	\$345	\$310	\$382	\$434	\$425	\$455
Overtime Salary	\$2	\$1	\$0	\$2	\$1	\$2	\$2	\$2
Fringe	\$71	\$86	\$97	\$85	\$120	\$146	\$143	\$155
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$60	\$41	\$49	\$52	\$51	\$29	\$51	\$65
Capital	\$4	\$5	\$1	\$1	\$0	\$0	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$420</b>	<b>\$475</b>	<b>\$492</b>	<b>\$450</b>	<b>\$554</b>	<b>\$611</b>	<b>\$621</b>	<b>\$677</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$420</b>	<b>\$475</b>	<b>\$492</b>	<b>\$450</b>	<b>\$554</b>	<b>\$611</b>	<b>\$621</b>	<b>\$677</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	9	9	8	7	9	9	9	9
Full-Time Positions Filled =	7	9	7	7	9		9	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =		0.64	0.64	0.5	0.56	0.5	0.43	0.48

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
7	Training	0	0	5	5	0	0	5	0	No	No	0	ES3-1

COMMENTS/JUSTIFICATION: Additional training is needed to strengthen professional proficiencies of current and future staff. \*The training budget for FY 07-08 is \$67,900. At the department level, additional funding allows for the participation of 600 attendees at training and professional development events (an average of 5 training events per employee). \* Additional training is requested (\$46,100) to enhance the current level of training provided and for the participation of an additional 167 attendees at various training events (an average of 2 additional training events per employee). \* Additional training includes various courses offered by outside agencies specializing in purchasing, negotiations, market research and other procurement related subjects, as well as Microsoft Word and Excel training.

8	Procurement Analyst (Vendor Performance) (19 PP)	0	0	77	77	57	17	2	1	No	No	1	ES3-1
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COMMENTS/JUSTIFICATION: Dedicated position to facilitate the implementation of the Vendor Performance Database and to develop and coordinate criteria to measure vendor performance on all active contracts on the Vendor Performance database that was acquired in FY 06-07 with capital funds of \$200,000. This position will also train vendors, and all County employees and project management staff in departments who will populate the database. This will enhance the County's ability to access performance data on a contract by contract, and vendor by vendor basis.

10	Procurement Analyst (19 PP)	0	0	77	77	57	17	2	1	No	No	1	ES3-1
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COMMENTS/JUSTIFICATION: This position would be responsible for determining the insurance coverage and dollar thresholds needed on all contracts. Therefore excellent knowledge in the insurance field is required \* Consult the County Attorney's Office, Section Manager's/Supervisor's/Agents on Insurance issues and make recommendations \* Supervise the 3 staff member (one of which is proposed for FY 07-08) Duties include: \*Vendor Assistance receives and review bid folder for required signatures per authority; affidavit package; vendor is registered & that is in good terms to do business with Miami-Dade County. \* Determine bid type- Formal Contract, Bid Waiver, Sole Source, RFP, etc. \* Determine awarded type- New Contract, Option to Renew, Extension, Change Order or an Emergency and note State-wide, County-Wide or both \* Maintain a record of vendor insurance due date \* Maintain log of bid folders as they come in and out of the insurance section in VA \* Notify vendors via mail with final notice \* Maintain a record of non-compliance and assure that all possible contact has been made \* Run Insurance Tracking Report daily

13	Procurement Contracting Technician (Insurance) (19 PP)	0	0	46	46	31	12	2	1	No	No	1	ES3-1
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COMMENTS/JUSTIFICATION: This position will assist in entering insurance certificate information and tracking certificates and their current status. \* Inform the vendor of the proper letter and information (insurance requirements and/or performance bond) required as needed per contractual language by phone, fax, or e-mail immediately the vendor is contact by phone, fax or both to advice of said requirements \* Maintain a record of both a hard copy and in excel with regards to the vendors that their insurance/performance bond have been approved \* Input Insurance Certificate information in BTS for accurate tracking when they have not complied in a timely manner and advice the Agent of the contract, Supervisor, Manager's and Director of DPM \* Answer a high volume of incoming calls and e-mails from the different user departments and vendors \* Updating vendor information in ADPICS and BTS e-mails, address, commodities and etc. \* Assist in maintaining accurate contact information for 13,000 vendors registered \* Undelivered mail notification process (Ongoing)



PAYMENTS TO AND FROM OTHER DEPARTMENTS

Department: Procurement Management

(\$ in 000s)

**PAYMENTS TO BE MADE TO OTHER DEPARTMENTS FROM PROCUREMENT MANAGEMENT**

Department(to)	Reason and Source	Confirmed?	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
Total Transfer to other Departments										

**PAYMENTS TO BE MADE FROM OTHER DEPARTMENTS TO PROCUREMENT MANAGEMENT**

Department (from)	Reason and Source	Confirmed?	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
Performing Arts Center	Sr. Procurement Contracting Agent - Project ends:12/31/2006	No	\$0	\$64	\$69	\$78	\$0	\$85	\$0	\$0
Transit	One (1)Sr. Procurement Contracting Officer; Two (2) Procurement Contracting Officer & One (1) Procurement Contracting Agent	No	\$0	\$0	\$0	\$0	\$0	\$334	\$375	\$435
Total Transfer from other Departments			\$0	\$64	\$69	\$78	\$0	\$419	\$375	\$435

*may include capital funds as well*

SELECTED LINE ITEM HIGHLIGHTS  
Department: Procurement Management

(\$ in 000s)

Line Item Highlight	Subobject(s)	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Submission
Travel Costs	31210/31220	\$28	\$19	\$18	\$26	\$39	\$39	\$39	\$22
Employee Overtime Costs	00160	\$6	\$11	\$6	\$17	\$10	\$9	\$15	\$14
Contract Temporary Employee Costs	21510	\$136	\$284	\$74	\$131	\$82	\$60	\$75	\$61

# CAPITAL FUNDED REQUESTS REVENUE SUMMARY

(\$ in 000s)

## 2007-08 Proposed Capital Budget and Multi-Year Capital Plan

DEPARTMENT:

Procurement Management

		2006-07	PRIOR	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	FUTURE		TOTAL
<b>Other County Sources</b>												
	Capital Outlay Reserve	0	500	139	0	0	0	0	0	0		639
	<b>Total:</b>	<b>0</b>	<b>500</b>	<b>139</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>639</b>
	<b>Department Total:</b>	<b>0</b>	<b>500</b>	<b>139</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>639</b>

## CAPITAL FUNDED REQUESTED EXPENDITURE SUMMARY

(\$ in 000s)

## 2007-08 Proposed Capital Budget and Multi-Year Capital Plan

## Enabling Strategies

	PRIOR	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	FUTURE	TOTAL
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## E-Government Projects

PROCUREMENT TECHNOLOGY UPGRADE	500	0	0	0	0	0	0	0	500
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## Improvements to County Processes

DPM TRAINING & BIDS/RFP PROPOSAL RECEIPT ROOM	0	47	0	0	0	0	0	0	47
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## Other

EDMS DOCUMENTATION STORAGE & MANAGEMENT SOLUTION	0	92	0	0	0	0	0	0	92
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## Department Total:

	500	139	0	0	0	0	0	0	639
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## **Property Appraiser**

# Property Appraisal

## STRATEGIC PLANNING PRIORITIES AND BUDGET HIGHLIGHTS

### **Enabling Strategies**

<b>Desired Outcome</b>	<b>Highlights</b>	<b>Performance Impact</b>
ES8-4: Cohesive, standardized countywide financial systems and processes	The FY 2006-07 Capital Budget includes carryover funding of \$2.19 million from the Capital Outlay Reserve to continue the implementation of the Computer Aided Mass Appraisal (CAMA) system (total project cost \$7.168 million)	Complete all systems acceptance testing in the third quarter of FY 2006-07 and begin production in the fourth quarter of FY 2006-07; complete required training of staff with passing scores of 75 percent or greater in the second quarter of FY 2006-07; the CAMA system will allow the department to perform its statutorily required functions in a more effective and productive manner by integrating the department's existing software applications into one comprehensive system
ES8-5: Effective County tax collection and property appraisal process	Continue to provide exemption process by receiving, verifying, and approving or disapproving applications for statutory exemptions by July 1, thereby meeting the DOR standards for a certified tax roll	Post 65 percent of exemption applications (28,000) and 70 percent of senior exemption renewals (26,600) by the March 1 deadline; remove unwarranted exemptions for control; and complete 8,000 homestead renewal investigations by June 1
ES8-5: Effective County tax collection and property appraisal process	Continue real estate and condominium appraisal process at current level	Meet the Alternate Level of Assessment criteria set by DOR (no less than 90 percent for strata 01 - residential properties, 02 - multi-family properties, and 06 - commercial and industrial properties)
ES8-5: Effective County tax collection and property appraisal process	Continue personal property appraisal process at current level	Complete 85,000 field inspections by February 15; complete assessment of on-time returns by June 15; complete late returns by August 15; complete Value Assessment Board (VAB) appeals by August 31; and comply with DOR 2006-07 audit requirements with current staff
ES8-5: Effective County tax collection and property appraisal process	Continue to provide information services	Process and verify all data changes within two days of data entry; scan, validate, and verify all VAB submissions within one hour of receipt; and address all public service requests within one week

REPORT 22: MARCH COMMITTEE REPORT (Revised)

Department: Property Appraisal

(\$ in 000s)

Department-wide Issues

N/A

Administration Issues

- 1 Meeting State mandated deadline for submission of certified assessment roll.
- 2 Maintaining the Department's resources and standard operating procedures.
- 3 Meeting the requirements of the legislative changes to the Department's work procedures, deadlines, and resources.
- 4 Acquiring additional office space to accommodate Department resources.

Information Systems & Technical Services Issues

- 5 Completing the training of department personnel for the CAMA system.
- 6 Implementation of the Computer Aided Mass Appraisal (CAMA) system.

Operations Issues

- 8 Processing and analyzing the personal property tax returns to produce assessment roll within the mandated deadline.
- 14 Adequate staffing to represent the County at bankruptcy hearings.
- 7 Physically re-inspect all parcels within Miami-Dade County every five years, as mandated by the Florida Statute 193.023 and to be implemented for the 2007-08 fiscal year.
- 9 Identify market areas for the assessment roll year in accordance with the State of Florida Department of Revenue requirements.
- 10 Complete the real estate assessment roll responsibilities by the July 1 submission date.
- 11 Continue delivering service excellence to customers applying for agricultural classification.
- 12 Meet the division's primary activity of processing exemption applications.
- 13 Continue the implementation and monitoring of the Public Outreach Program.

GENERAL DEPARTMENTAL FINANCIAL SUMMARY									
Department: Property Appraisal									
(\$ in 000s)									
A) OPERATING BUDGET - REVENUES AND EXPENDITURES									
		FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE									
CW	General Fund Countywide	\$13,917	\$15,304	\$16,736	\$17,985	\$19,606	\$23,145	\$23,145	\$23,788
INTERTRNF	Reimbursements from Taxing Jurisdictions	\$1,098	\$1,972	\$2,118	\$1,961	\$1,995	\$2,033	\$2,056	\$2,033
TOTAL REVENUE		\$15,015	\$17,276	\$18,854	\$19,946	\$21,601	\$25,178	\$25,201	\$25,821
EXPENDITURES									
	Salary	\$10,319	\$11,955	\$13,621	\$14,408	\$15,066	\$16,787	\$15,803	\$17,066
	Overtime Salary	0	0	0	0	0	0	0	0
	Fringe	\$2,783	\$2,854	\$3,628	\$3,828	\$4,454	\$5,311	\$4,937	\$5,470
	Overtime Fringe	0	0	0	0	0	0	0	0
	Other Operating	\$1,913	\$1,782	\$1,591	\$1,649	\$2,037	\$3,006	\$2,913	\$3,224
	Capital	\$0	\$685	\$14	\$61	\$44	\$74	\$24	\$61
TOTAL OPERATING EXPENDITURES		\$15,015	\$17,276	\$18,854	\$19,946	\$21,601	\$25,178	\$23,677	\$25,821
	Debt Services	0	0	0	0	0	0	0	0
	Reserves	0	0	0	0	0	0	0	0
	Transfers	0	0	0	0	0	0	0	0
	Other Non-Operating	0	0	0	0	0	0	0	0
TOTAL NON OPERATING EXPENDITURES		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENDITURES		\$15,015	\$17,276	\$18,854	\$19,946	\$21,601	\$25,178	\$23,677	\$25,821
REVENUES LESS EXPENDITURES									
REVENUES LESS EXPENDITURES		\$0	\$0	\$0	\$0	\$0	\$0	\$1,524	\$0



B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	251	249	257	278	283	283	283	283
Full-Time Positions Filled =	246	236	251	247			272	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

<b>Activity: Administration</b>								
<b>A) OPERATING BUDGET - REVENUES AND EXPENDITURES</b>								
	<b>FY 2001-02</b>	<b>FY 2002-03</b>	<b>FY 2003-04</b>	<b>FY 2004-05</b>	<b>FY 2005-06</b>	<b>FY 2006-07</b>	<b>FY 2006-07</b>	<b>FY 2007-08</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projection</b>	<b>Base</b>
<b>REVENUE</b>								
General Fund Countywide	\$2,203	\$1,944	\$1,464	\$1,203	\$1,637	\$2,156	\$2,156	\$2,236
Reimbursements from Taxing Jurisdictions	\$1,098	\$1,972	\$2,118	\$1,961	\$1,995	\$2,033	\$2,056	\$2,033
<b>TOTAL REVENUE</b>	<b>\$3,301</b>	<b>\$3,916</b>	<b>\$3,582</b>	<b>\$3,164</b>	<b>\$3,632</b>	<b>\$4,189</b>	<b>\$4,212</b>	<b>\$4,269</b>
<b>EXPENDITURES</b>								
Salary	\$902	\$1,243	\$1,626	\$1,231	\$1,336	\$1,243	\$1,076	\$1,463
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$486	\$389	\$514	\$396	\$529	\$918	\$546	\$640
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$1,913	\$1,610	\$1,441	\$1,527	\$1,752	\$2,023	\$2,151	\$2,164
Capital	\$0	\$674	\$1	\$10	\$15	\$5	\$2	\$2
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$3,301</b>	<b>\$3,916</b>	<b>\$3,582</b>	<b>\$3,164</b>	<b>\$3,632</b>	<b>\$4,189</b>	<b>\$3,775</b>	<b>\$4,269</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$3,301</b>	<b>\$3,916</b>	<b>\$3,582</b>	<b>\$3,164</b>	<b>\$3,632</b>	<b>\$4,189</b>	<b>\$3,775</b>	<b>\$4,269</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$437</b>	<b>\$0</b>

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	13	13	13	13	13	13	14	14
Full-Time Positions Filled =	12	12	12	12			14	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

## D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Alternate Level of Assessment criteria set by the State, minimum ratio level of 90%	97.1	95.6	97.8	96.7	93.9	93	93	93	ES8-5

**Comments/Justification:** State required criteria official in July of the coming assessment roll year. The Department's sortie is to "enhance equity in the assessment roll" on the ASE scorecard. This is comprised of the coefficient of dispersion and the price related differential.

Number of Value Adjustment Board Hearing petitions	n/a	n/a	26,346	34,975	49,379	49379	60,000	60,000	ES8-5
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**Comments/Justification:** Total Number of properties heard on appeal before the Value Adjustment Board. On the ASE scorecard, the Department measures the number of legal and value hearings completed.

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
2	Legal Specialist	63	0	0	63	46	12	5	0	No	No	1	ES8-5

COMMENTS/JUSTIFICATION: To provide litigation support necessary to increase the number of Department challenges to VAB reductions. Based on historical data the position will produce approximately \$300,000 in annual operating revenue.

Activity: Information Systems & Technical Services								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$487	\$839	\$1,316	\$1,722	\$1,848	\$2,245	\$2,245	\$2,336
<b>TOTAL REVENUE</b>	<b>\$487</b>	<b>\$839</b>	<b>\$1,316</b>	<b>\$1,722</b>	<b>\$1,848</b>	<b>\$2,245</b>	<b>\$2,245</b>	<b>\$2,336</b>
<b>EXPENDITURES</b>								
Salary	\$395	\$538	\$910	\$1,217	\$1,189	\$923	\$940	\$925
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$92	\$118	\$243	\$333	\$345	\$270	\$277	\$293
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$0	\$172	\$150	\$121	\$285	\$983	\$762	\$1,059
Capital	\$0	\$11	\$13	\$51	\$29	\$69	\$22	\$59
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$487</b>	<b>\$839</b>	<b>\$1,316</b>	<b>\$1,722</b>	<b>\$1,848</b>	<b>\$2,245</b>	<b>\$2,001</b>	<b>\$2,336</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$487</b>	<b>\$839</b>	<b>\$1,316</b>	<b>\$1,722</b>	<b>\$1,848</b>	<b>\$2,245</b>	<b>\$2,001</b>	<b>\$2,336</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$244</b>	<b>\$0</b>

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	10	10	25	25	23	17	17	17
Full-Time Positions Filled =	9	9	25	25			17	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

**D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)**

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Implement CAMA System	n/a	n/a	n/a	n/a	Phase 1- Oct. 31-70% of data conversion completed.	Complete Phase 1-Oct. 31	Oct. 31	Phase 2-Jan. 31	ES8-5

**Comments/Justification:** The CAMA system will allow the department to perform its statutorily required functions in a more effective and productive manner by integrating the department's existing software applications into one comprehensive system. Percentage of Analysis and System Design completed and the Data Converted are measured on the ASE Scorecard.

Number of annual "unique visitors" to website (in thousands)	319	896	1,317	1,222	1,577	1,660	1,660	1,660	ES8-5
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**Comments/Justification:** Number of individuals that log onto the Property Appraiser's website for the first time



<b>Activity: Operations</b>								
<b>A) OPERATING BUDGET - REVENUES AND EXPENDITURES</b>								
	<b>FY 2001-02</b>	<b>FY 2002-03</b>	<b>FY 2003-04</b>	<b>FY 2004-05</b>	<b>FY 2005-06</b>	<b>FY 2006-07</b>	<b>FY 2006-07</b>	<b>FY 2007-08</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projection</b>	<b>Base</b>
<b>REVENUE</b>								
General Fund Countywide	\$11,227	\$12,521	\$13,956	\$15,060	\$16,121	\$18,744	\$18,744	\$19,216
<b>TOTAL REVENUE</b>	<b>\$11,227</b>	<b>\$12,521</b>	<b>\$13,956</b>	<b>\$15,060</b>	<b>\$16,121</b>	<b>\$18,744</b>	<b>\$18,744</b>	<b>\$19,216</b>
<b>EXPENDITURES</b>								
Salary	\$9,022	\$10,174	\$11,085	\$11,960	\$12,541	\$14,621	\$13,787	\$14,678
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$2,205	\$2,347	\$2,871	\$3,099	\$3,580	\$4,123	\$4,114	\$4,537
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$0	\$0	\$0	\$1	\$0	\$0	\$0	\$1
Capital	0	0	0	0	0	0	0	0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$11,227</b>	<b>\$12,521</b>	<b>\$13,956</b>	<b>\$15,060</b>	<b>\$16,121</b>	<b>\$18,744</b>	<b>\$17,901</b>	<b>\$19,216</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$11,227</b>	<b>\$12,521</b>	<b>\$13,956</b>	<b>\$15,060</b>	<b>\$16,121</b>	<b>\$18,744</b>	<b>\$17,901</b>	<b>\$19,216</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$843</b>	<b>\$0</b>

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	228	226	219	240	247	253	252	252
Full-Time Positions Filled =	225	215	214	210			241	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

**D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)**

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Processing of inspections for real estate and condominium completed by April 30.	April 30, 2002	April 30, 2003	April 30, 2004	April 30, 2005	April 30, 2006	April 30, 2007	April 30, 2007	April 30, 2008	ES8-5

**Comments/Justification:** Processing deadlines set by the Department to meet the State Department of Revenue's mandated July 1 Tax Roll submission date for the certified assessment roll.

Property ownership and sales information processing.	Jan 31, 2002	Jan. 31, 2003	Jan. 31, 2004	Jan. 31, 2005	Jan. 31, 2006	Jan. 31, 2007	Jan. 31, 2007	Jan. 31, 2008	ES8-5
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**Comments/Justification:** Processing deadline set to meet Department of Revenue's requirements.

Completion of sales analysis/pricing cycle	June 22, 2002	June 22, 2003	June 22, 2004	June 30, 2005	June 30, 2006	June 30, 2007	June 30, 2007	June 30, 2008	ES8-5
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**Comments/Justification:** Cycle deadline set to meet Department of Revenue mandate of July 1 Tax Roll submission date. Percentage of data processed by January 31 updated on ASE scorecard.

Percentage of public service requests resolved within 72 hours.	n/a	n/a	n/a	96%	88%	96%	96%	96%	ES1-4
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**Comments/Justification:** Information requests on assessment, exemptions, and other tax related matters being forwarded to the Department by the 311 Answer Center for a response

Percentage of early filed exemption applications processed by March 1.	n/a	n/a	n/a	57.5%	75%	75%	75%	75%	ES1-4
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**Comments/Justification:** Milestones set by the Department to ensure that State required deadlines are met

Number of personal property field inspections.	N/A	N/A	N/A	N/A	78,160	84,020	90,000	90,000	ES8-5
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**Comments/Justification:** Division workload measure of physical field inspection of all tangible personal property accounts within Miami-Dade County area.

Number of timely tangible personal property returns processed by June 15.	N/A	N/A	N/A	N/A	26,743	27,000	30,000	30,000	ES8-5
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**Comments/Justification:** A new workload measure as of FY 2006-07. Division to supply data on the number of timely personal property returns processed by the June 15th deadline.

Number of public service requests (PSRs)	n/a	n/a	n/a	5,187	20,597	25,000	25,000	30,000	ES1-4
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**Comments/Justification:** The number of public service requests handled by the 311 Answer Center on behalf of the Department

Number of exemption applications received	66,497	79,814	80,506	91,660	90,606	94,000	94,000	108,000	ES1-4
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**Comments/Justification:** The total yearly intake by the Department of exemption applications

Number of new buildings	n/a	n/a	n/a	5,807	6,471	6,600	6,600	6,700	ES8-5
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**Comments/Justification:** The number of new residential and commercial buildings assessed for the roll year. New condo units not included in this count.

Number of other new construction	n/a	n/a	n/a	n/a	3900	4100	4100	4200	ES8-5
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**Comments/Justification:** Workload measure for the Residential and commercial permitted construction (such as building additions, enclosures and extra features).

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
1	Five Year Reinspection Project as mandated by F.S. 193.023.	5154	0	0	5154	869	304	981	3000	No	No	25	ES8-5

COMMENTS/JUSTIFICATION: The focus of each physical inspection is to ensure that each property within the county is accurate for Ad Valorem purposes and meets the legal requirements of F.S. 193.023. which reads in paragraph (2) In making his or her assessment of the value of real property, the property appraiser is required to physically inspect the property at least once every 5 years, and may review image technology, as the property appraiser deems necessary, to ensure that the tax roll meets all the requirements of law. However, the property appraiser shall physically inspect any parcel of taxable real property upon the request of the taxpayer or owner.

3	Bankruptcy Evaluation Specialists	77	0	0	77	61	11	5	0	No	No	1	ES8-5
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COMMENTS/JUSTIFICATION: Position needed to represent the County's interest at bankruptcy hearings as required by the Federal Bankruptcy Court. Work load has increased from approximately 10 folios a year in 2002 to over 180 folios in 2005. Each case requires extensive research in preparation for each hearing. Current case load is defending over \$200,000,000 in Personal Property value.

PAYMENTS TO AND FROM OTHER DEPARTMENTS

Department: Property Appraisal

(\$ in 000s)

**PAYMENTS TO BE MADE TO OTHER DEPARTMENTS FROM PROPERTY APPRAISAL**

Department(to)	Reason and Source	Confirmed?	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
Communications	Communications Department - Promotional Spots Program	No	\$0	\$30	\$30	\$30	\$30	\$30	\$30	\$30
Total Transfer to other Departments			\$0	\$30	\$30	\$30	\$30	\$30	\$30	\$30

**PAYMENTS TO BE MADE FROM OTHER DEPARTMENTS TO PROPERTY APPRAISAL**

Department(from)	Reason and Source	Confirmed?	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
Total Transfer from other Departments										

*may include capital funds as well*

SELECTED LINE ITEM HIGHLIGHTS

Department: Property Appraisal

(\$ in 000s)

Line Item Highlight	Subobject(s)	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Submission
Contract Temporary Employee Costs	21514	\$19	\$30	\$49	\$44	\$76	\$70	\$96	\$99
Travel Costs	31210	\$7	\$14	\$10	\$7	\$3	\$10	\$5	\$10
Overtime	00160	\$127	\$144	\$271	\$237	\$8	\$3	\$18	\$30
Printing and Reproduction Costs	26050	\$110	\$77	\$64	\$419	\$173	\$260	\$260	\$260
Postage Costs	26051	\$351	\$483	\$518	\$197	\$590	\$618	\$620	\$620

## CAPITAL FUNDED REQUESTS REVENUE SUMMARY

(\$ in 000s)

## 2007-08 Proposed Capital Budget and Multi-Year Capital Plan

DEPARTMENT:

Property Appraisal

		2006-07	PRIOR	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	FUTURE		TOTAL
<b>Other County Sources</b>												
	Capital Outlay Reserve	0	7,168	0	0	0	0	0	0	0		7,168
	<b>Total:</b>	<b>0</b>	<b>7,168</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>7,168</b>
	<b>Department Total:</b>	<b>0</b>	<b>7,168</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>7,168</b>

CAPITAL FUNDED REQUESTED EXPENDITURE SUMMARY										
(\$ in 000s)										
2007-08 Proposed Capital Budget and Multi-Year Capital Plan										
Enabling Strategies										
	PRIOR	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	FUTURE		TOTAL
Departmental Information Technology Projects										
COMPUTER-AIDED MASS APPRAISAL SYSTEM	5,031	2,137	0	0	0	0	0	0		7,168
Department Total:	5,031	2,137	0	0	0	0	0	0		7,168



## **Strategic Business Management**

# Strategic Business Management

## STRATEGIC PLANNING PRIORITIES AND BUDGET HIGHLIGHTS

### Economic Development And Enabling Strategies And Health and Human Services

<b>Desired Outcome</b>	<b>Highlights</b>	<b>Performance Impact</b>
ED4-1: Improved infrastructure and redevelopment to attract businesses to underserved and distressed areas (priority outcome)	Created the Community Redevelopment and Economic Policy Analysis Division	Improve coordination of community redevelopment projects and analysis of social and economic impacts of proposed policies; support an estimated 15 CRAs of which 11 are within municipalities and four are located in UMSA
ES8-2: Planned necessary resources to meet current and future operating and capital needs	Ensure effective budgeting and develop helpful forecasting reports	Produce and distribute the Proposed Resource Allocation and Multi-Year Capital Plan in June and produce and distribute the Final Adopted Business Plan, Budget, and Five-Year Financial Outlook in the first quarter of the fiscal year
ES8-2: Planned necessary resources to meet current and future operating and capital needs	Continue implementing the Board of County Commissioners' incorporation policies	Negotiate conceptual agreements with Municipal Advisory Committees in areas considering incorporation; negotiate annexation agreements with municipalities; negotiate interlocal agreements; and coordinate the transition of services to newly incorporated municipalities
ES8-2: Planned necessary resources to meet current and future operating and capital needs	Continue to ensure adequate revenue streams	Perform weekly updates to the grant resources web page on the County web portal to identify federal, state, local, private, and international grant opportunities for County departments and community-based organizations
ES9-5: Continuously improving government (priority outcome)	Continue performance management efforts throughout County government	Increase the number of active automated performance management system users from 425 to 600 and continue to provide technical and training support
ES9-5: Continuously improving government (priority outcome)	Continue seeking opportunities for operational efficiencies and cost savings	Negotiate and sign two new gain-sharing/performance-based bonus program agreements with County departments

ES9-5: Continuously improving government (priority outcome)	Provide employee incentives for operational efficiencies and cost savings	Close out all gainsharing Memoranda of Understanding prior to the second pay period in December of each year
HH4-1: Healthier community (priority outcome)	Continue promoting independent living through early intervention and support services	Prepare the County's annual Ryan White Grant application, in compliance with all federal requirements, and obligate all direct Ryan White client service grant funds by July

REPORT 22: MARCH COMMITTEE REPORT (Revised)  
Department: Strategic Business Management  
(£ in 000s)

Department-wide Issues

N/A

GENERAL DEPARTMENTAL FINANCIAL SUMMARY									
Department: Strategic Business Management									
(\$ in 000s)									
A) OPERATING BUDGET - REVENUES AND EXPENDITURES									
		FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE									
CW	General Fund Countywide	\$2,407	\$2,590	\$3,030	\$3,089	\$3,554	\$4,490	\$4,480	\$4,703
UMSA	General Fund UMSA	\$1,568	\$2,203	\$1,850	\$2,475	\$2,421	\$3,057	\$3,057	\$3,056
PROP	Bond Transaction Fees	\$100	\$100	\$150	\$150	\$0	\$0	\$0	\$0
PROP	CRA Administrative Reimbursement	\$0	\$0	\$0	\$193	\$226	\$524	\$445	\$518
INTERTRNF	Interagency Transfers	\$245	\$736	\$672	\$775	\$707	\$255	\$225	\$225
FED	Carryover	\$2,298	\$776	\$534	\$1,265	\$465	\$0	\$574	\$0
FED	Ryan White Care Act	\$25,386	\$26,561	\$25,754	\$25,540	\$24,551	\$23,999	\$23,999	\$24,125
TOTAL REVENUE		\$32,004	\$32,966	\$31,990	\$33,487	\$31,924	\$32,325	\$32,780	\$32,627
EXPENDITURES									
	Salary	\$3,790	\$4,114	\$4,908	\$5,917	\$5,602	\$6,594	\$5,878	\$6,710
	Overtime Salary	0	0	0	0	0	0	0	0
	Fringe	\$729	\$983	\$1,219	\$1,215	\$1,223	\$1,595	\$1,522	\$1,764
	Overtime Fringe	0	0	0	0	0	0	0	0
	Other Operating	\$27,462	\$27,848	\$25,839	\$25,840	\$23,641	\$24,075	\$24,025	\$24,091
	Capital	\$23	\$21	\$24	\$50	\$96	\$61	\$57	\$62
TOTAL OPERATING EXPENDITURES		\$32,004	\$32,966	\$31,990	\$33,022	\$30,562	\$32,325	\$31,482	\$32,627
	Debt Services	0	0	0	0	0	0	0	0
	Reserves	0	0	0	0	0	0	0	0
	Transfers	0	0	0	0	0	0	0	0
	Other Non-Operating	0	0	0	0	0	0	0	0
TOTAL NON OPERATING EXPENDITURES		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENDITURES		\$32,004	\$32,966	\$31,990	\$33,022	\$30,562	\$32,325	\$31,482	\$32,627
REVENUES LESS EXPENDITURES									
REVENUES LESS EXPENDITURES		\$0	\$0	\$0	\$465	\$1,362	\$0	\$1,298	\$0

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	64	73	78	79	74	77	77	77
Full-Time Positions Filled =	63	68	75	75	68		77	
Part-time FTEs Budgeted =	1	1	1	1	1	1	1	1
Temporary FTEs Budgeted =								

**Activity: Administration****A) OPERATING BUDGET - REVENUES AND EXPENDITURES**

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base	
<b>REVENUE</b>									
General Fund Countywide	\$0	\$0	\$271	\$543	\$888	\$990	\$990	\$988	
General Fund UMSA	\$0	\$0	\$127	\$258	\$381	\$405	\$405	\$424	
<b>TOTAL REVENUE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$398</b>	<b>\$801</b>	<b>\$1,269</b>	<b>\$1,395</b>	<b>\$1,395</b>	<b>\$1,412</b>	
<b>EXPENDITURES</b>									
Salary	\$0	\$0	\$334	\$654	\$1,078	\$1,043	\$1,069	\$1,061	
Overtime Salary	0	0	0	0	0	0	0	0	
Fringe	\$0	\$0	\$63	\$146	\$190	\$258	\$243	\$257	
Overtime Fringe	0	0	0	0	0	0	0	0	
Other Operating	\$0	\$0	\$1	\$1	\$1	\$44	\$33	\$44	0
Capital	\$0	\$0	\$0	\$0	\$0	\$50	\$50	\$50	0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$398</b>	<b>\$801</b>	<b>\$1,269</b>	<b>\$1,395</b>	<b>\$1,395</b>	<b>\$1,412</b>	
Debt Services	0	0	0	0	0	0	0	0	
Reserves	0	0	0	0	0	0	0	0	
Transfers	0	0	0	0	0	0	0	0	
OthNonOper	0	0	0	0	0	0	0	0	
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$398</b>	<b>\$801</b>	<b>\$1,269</b>	<b>\$1,395</b>	<b>\$1,395</b>	<b>\$1,412</b>	
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	0	0	5	8	10	10	11	11
Full-Time Positions Filled =	0	0	5	8	10		11	
Part-time FTEs Budgeted =	0	0	0	0	0	0	0	0
Temporary FTEs Budgeted =								



D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Time taken to process check requests for Community-based Organizations	N/A	N/A	2 wks	1 wk	1 wk	1 wk	1wk	1wk	ES9-5
<b>Comments/Justification:</b> Ensure Community-based Organizaions receive payment in a timely manner									

**Activity: Annexation and Incorporation****A) OPERATING BUDGET - REVENUES AND EXPENDITURES**

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base	
<b>REVENUE</b>									
General Fund	\$440	\$628	\$424	\$822	\$897	\$997	\$997	\$1,040	
UMSA									
<b>TOTAL REVENUE</b>	<b>\$440</b>	<b>\$628</b>	<b>\$424</b>	<b>\$822</b>	<b>\$897</b>	<b>\$997</b>	<b>\$997</b>	<b>\$1,040</b>	
<b>EXPENDITURES</b>									
Salary	\$117	\$407	\$306	\$613	\$0	\$649	\$524	\$680	
Overtime Salary	0	0	0	0	0	0	0	0	
Fringe	\$50	\$174	\$68	\$112	\$0	\$148	\$124	\$160	
Overtime Fringe	0	0	0	0	0	0	0	0	
Other Operating	\$0	\$0	\$45	\$94	\$0	\$200	\$190	\$200	0
Capital	\$0	\$0	\$5	\$3	\$0	\$0	\$0	\$0	0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$167</b>	<b>\$581</b>	<b>\$424</b>	<b>\$822</b>	<b>\$0</b>	<b>\$997</b>	<b>\$838</b>	<b>\$1,040</b>	
Debt Services	0	0	0	0	0	0	0	0	
Reserves	0	0	0	0	0	0	0	0	
Transfers	0	0	0	0	0	0	0	0	
OthNonOper	0	0	0	0	0	0	0	0	
<b>TOTAL EXPENDITURES</b>	<b>\$167</b>	<b>\$581</b>	<b>\$424</b>	<b>\$822</b>	<b>\$0</b>	<b>\$997</b>	<b>\$838</b>	<b>\$1,040</b>	
<b>REVENUES LESS EXPENDITURES</b>	<b>\$273</b>	<b>\$47</b>	<b>\$0</b>	<b>\$0</b>	<b>\$897</b>	<b>\$0</b>	<b>\$159</b>	<b>\$0</b>	

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	4	6	6	8	6	6	6	6
Full-Time Positions Filled =	4	4	6	7	6		6	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

**D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)**

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Negotiate and execute service contracts with municipalities to offset potential revenue loss as a result of incorporation and annexation efforts, aggressively promoting our police, fire, and library services	0	0	2	4	4	4	4	4	ES8-2

**Comments/Justification:** Annexation and incorporation efforts have created a potential for loss of revenue - the division is responsible for contracting with newly incorporating and annexing cities promoting County services thus reducing the potential for loss of revenue

**Activity: Community Redevelopment & Economic Policy Analysis****A) OPERATING BUDGET - REVENUES AND EXPENDITURES**

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$0	\$0	\$0	\$0	\$19	\$28	\$0	\$0
General Fund UMSA	\$0	\$0	\$0	\$0	\$8	\$12	\$0	\$0
CRA Administrative Reimbursement	\$0	\$0	\$0	\$193	\$226	\$524	\$445	\$518
<b>TOTAL REVENUE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$193</b>	<b>\$253</b>	<b>\$564</b>	<b>\$445</b>	<b>\$518</b>
<b>EXPENDITURES</b>								
Salary	\$0	\$0	\$0	\$144	\$388	\$416	\$314	\$360
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$0	\$0	\$0	\$49	\$59	\$93	\$81	\$93
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$0	\$0	\$0	\$0	\$-194	\$51	\$50	\$60
Capital	\$0	\$0	\$0	\$0	\$0	\$4	\$0	\$5
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$193</b>	<b>\$253</b>	<b>\$564</b>	<b>\$445</b>	<b>\$518</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$193</b>	<b>\$253</b>	<b>\$564</b>	<b>\$445</b>	<b>\$518</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

B) POSITIONS							
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection
Full-Time Positions Budgeted =	0	0	0	2	4	5	4
Full-Time Positions Filled =	0	0	0	2	4		4
Part-time FTEs Budgeted =							
Temporary FTEs Budgeted =							

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
County TIF Revenues (in millions)	N/A	N/A	N/A	\$23.0	32.7	19.7	31.9	31.9	ED4-1
<b>Comments/Justification:</b> Revenues collected through the Tax Increment Financing District									
Number of Community Redevelopment Agencies (CRAs)	N/A	N/A	N/A	12	12	11	12	12	NU1-1
<b>Comments/Justification:</b> Number of CRAs supported throughout Miami-Dade County									
Percent of total County Urban Development Boundary area within CRA districts	N/A	N/A	N/A	3.1%	4.1%	4.1%	4.1%	4.1%	ED4-1
<b>Comments/Justification:</b> Percent of CRA districts established throughout Miami-Dade County									

**Activity: Management and Budget****A) OPERATING BUDGET - REVENUES AND EXPENDITURES**

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base	
<b>REVENUE</b>									
General Fund Countywide	\$1,535	\$1,487	\$1,736	\$1,336	\$1,297	\$1,485	\$1,503	\$1,669	
General Fund UMSA	\$659	\$1,011	\$817	\$822	\$556	\$792	\$804	\$715	
Bond Transaction Fees	\$100	\$100	\$150	\$150	\$0	\$0	\$0	\$0	
Interagency Transfers	\$245	\$616	\$672	\$775	\$707	\$255	\$225	\$225	
<b>TOTAL REVENUE</b>	<b>\$2,539</b>	<b>\$3,214</b>	<b>\$3,375</b>	<b>\$3,083</b>	<b>\$2,560</b>	<b>\$2,532</b>	<b>\$2,532</b>	<b>\$2,609</b>	
<b>EXPENDITURES</b>									
Salary	\$2,092	\$2,321	\$2,569	\$2,488	\$1,957	\$1,863	\$1,770	\$1,825	
Overtime Salary	0	0	0	0	0	0	0	0	
Fringe	\$346	\$482	\$683	\$463	\$432	\$377	\$470	\$484	
Overtime Fringe	0	0	0	0	0	0	0	0	
Other Operating	\$169	\$444	\$118	\$119	\$146	\$292	\$292	\$300	0
Capital	\$10	\$7	\$5	\$13	\$25	\$0	\$0	\$0	0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$2,617</b>	<b>\$3,254</b>	<b>\$3,375</b>	<b>\$3,083</b>	<b>\$2,560</b>	<b>\$2,532</b>	<b>\$2,532</b>	<b>\$2,609</b>	
Debt Services	0	0	0	0	0	0	0	0	
Reserves	0	0	0	0	0	0	0	0	
Transfers	0	0	0	0	0	0	0	0	
OthNonOper	0	0	0	0	0	0	0	0	
<b>TOTAL EXPENDITURES</b>	<b>\$2,617</b>	<b>\$3,254</b>	<b>\$3,375</b>	<b>\$3,083</b>	<b>\$2,560</b>	<b>\$2,532</b>	<b>\$2,532</b>	<b>\$2,609</b>	
<b>REVENUES LESS EXPENDITURES</b>	<b>\$-78</b>	<b>\$-40</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	



B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	27	29	24	23	21	21	21	21
Full-Time Positions Filled =	27	29	24	23	21		21	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Emergency Contingency Reserve Balance	N/A	N/A	11.0	25.0	41.0	38.0	61.0	61.0	ES8-1
<b>Comments/Justification:</b> Maintain Healty Reserves									
Government Financial Officers Association Award - average score	N/A	3.0	3.3	3.3	3.3	3.3	3.4	3.4	ES8-1
<b>Comments/Justification:</b> GFOA scores are reflective of previous years's budget efforts									

Activity: Management Planning and Performance Analysis								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$872	\$913	\$831	\$924	\$967	\$1,575	\$1,575	\$1,630
General Fund UMSA	\$469	\$492	\$391	\$437	\$415	\$675	\$675	\$699
Interagency Transfers	\$0	\$120	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$1,341</b>	<b>\$1,525</b>	<b>\$1,222</b>	<b>\$1,361</b>	<b>\$1,382</b>	<b>\$2,250</b>	<b>\$2,250</b>	<b>\$2,329</b>
<b>EXPENDITURES</b>								
Salary	\$1,159	\$896	\$907	\$1,060	\$1,064	\$1,497	\$1,124	\$1,559
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$200	\$176	\$214	\$207	\$254	\$393	\$294	\$413
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$168	\$711	\$95	\$67	\$43	\$360	\$340	\$357
Capital	\$9	\$11	\$6	\$27	\$21	\$0	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$1,536</b>	<b>\$1,794</b>	<b>\$1,222</b>	<b>\$1,361</b>	<b>\$1,382</b>	<b>\$2,250</b>	<b>\$1,758</b>	<b>\$2,329</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$1,536</b>	<b>\$1,794</b>	<b>\$1,222</b>	<b>\$1,361</b>	<b>\$1,382</b>	<b>\$2,250</b>	<b>\$1,758</b>	<b>\$2,329</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$-195</b>	<b>\$-269</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$492</b>	<b>\$0</b>

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	18	20	20	16	12	17	17	17
Full-Time Positions Filled =	17	17	17	13	9		17	
Part-time FTEs Budgeted =	1	1	1	1	1	1	1	1
Temporary FTEs Budgeted =								

**D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)**

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Personnel Trained in the Active Strategy System	N/A	N/A	N/A	338	500	500	500	600	ES9-2

**Comments/Justification:** Currently our goal is to have complete our "Train the Trainer" portion so they in turn can deploy the training throughout their departments

Percentage of departments shopped per year	N/A	50	50	50	50	N/A	N/A	N/A	ES1-2
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**Comments/Justification:** During FY 2006-07 this functions was transfereed to the Government Information Center

Average number of days for review of Administrative Orders submitted	N/A	N/A	4	4	4	4	2	2	ES9-5
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**Comments/Justification:** Ensure updated information is available to County intranet users

**Activity: Revenue Maximization****A) OPERATING BUDGET - REVENUES AND EXPENDITURES**

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$0	\$190	\$192	\$286	\$383	\$412	\$412	\$416
General Fund UMSA	\$0	\$72	\$91	\$136	\$164	\$176	\$176	\$178
<b>TOTAL REVENUE</b>	<b>\$0</b>	<b>\$262</b>	<b>\$283</b>	<b>\$422</b>	<b>\$547</b>	<b>\$588</b>	<b>\$588</b>	<b>\$594</b>
<b>EXPENDITURES</b>								
Salary	\$0	\$0	\$235	\$329	\$454	\$447	\$413	\$444
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$0	\$0	\$46	\$65	\$87	\$108	\$107	\$115
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$0	\$0	\$2	\$28	\$5	\$33	\$25	\$35
Capital	\$0	\$0	\$0	\$0	\$1	\$0	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$283</b>	<b>\$422</b>	<b>\$547</b>	<b>\$588</b>	<b>\$545</b>	<b>\$594</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$283</b>	<b>\$422</b>	<b>\$547</b>	<b>\$588</b>	<b>\$545</b>	<b>\$594</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>	<b>\$262</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$43</b>	<b>\$0</b>

**B) POSITIONS**

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	0	3	7	5	5	5	5	5
Full-Time Positions Filled =	0	3	7	5	5		5	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

**D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)**

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Percent of satisfactory rating received from County Departments and/or Community-based Organizations on quality to grants training provided	N/A	N/A	N/A	95%	95%	95%	95%	98%	ES8-2

**Comments/Justification:** Indicates satisfaction of grant training sessions held with County Departments and/or Community-based organizations

Grant dollars received as part of OSBM revenue enhancement activities (in millions)	n/a	n/a	\$6.7	\$32.5	25.8	40.0	\$28.6	\$40.0	ES8-1
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**Comments/Justification:** Reflects funding received through February 2006

Respondents expressing satisfaction with grant writing and technical assistance training (community-based organizations, district and department workshops)	n/a	n/a	90%	95%	95%	98%	98%	98%	ES8-2
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**Comments/Justification:** Percent depicts percent of above satisfactory ratings by participants of the OSBM grant writing and technical assistance training sessions



<b>Activity: Ryan White</b>								
<b>A) OPERATING BUDGET - REVENUES AND EXPENDITURES</b>								
	<b>FY 2001-02</b>	<b>FY 2002-03</b>	<b>FY 2003-04</b>	<b>FY 2004-05</b>	<b>FY 2005-06</b>	<b>FY 2006-07</b>	<b>FY 2006-07</b>	<b>FY 2007-08</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projection</b>	<b>Base</b>
<b>REVENUE</b>								
Carryover	\$2,298	\$776	\$534	\$1,265	\$465	\$0	\$574	\$0
Ryan White Care Act	\$25,386	\$26,561	\$25,754	\$25,540	\$24,551	\$23,999	\$23,999	\$24,125
<b>TOTAL REVENUE</b>	<b>\$27,684</b>	<b>\$27,337</b>	<b>\$26,288</b>	<b>\$26,805</b>	<b>\$25,016</b>	<b>\$23,999</b>	<b>\$24,573</b>	<b>\$24,125</b>
<b>EXPENDITURES</b>								
Salary	\$422	\$490	\$557	\$629	\$661	\$679	\$664	\$781
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$133	\$151	\$145	\$173	\$201	\$218	\$203	\$242
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$27,125	\$26,693	\$25,578	\$25,531	\$23,640	\$23,095	\$23,095	\$23,095
Capital	\$4	\$3	\$8	\$7	\$49	\$7	\$7	\$7
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$27,684</b>	<b>\$27,337</b>	<b>\$26,288</b>	<b>\$26,340</b>	<b>\$24,551</b>	<b>\$23,999</b>	<b>\$23,969</b>	<b>\$24,125</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$27,684</b>	<b>\$27,337</b>	<b>\$26,288</b>	<b>\$26,340</b>	<b>\$24,551</b>	<b>\$23,999</b>	<b>\$23,969</b>	<b>\$24,125</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$465</b>	<b>\$465</b>	<b>\$0</b>	<b>\$604</b>	<b>\$0</b>

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	15	15	16	17	16	13	13	13
Full-Time Positions Filled =	15	15	16	17	13		13	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

**D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)**

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Total number of unduplicated HIV+ clients served by Ryan White Title 1 Program	n/a	n/a	11500	11232	9988	10200	10200	11000	HH4-4

**Comments/Justification:** Figures reflect a reduction in clients served due to reductions in federal funding

HIV positive people who were connected or reconnected to care as a result of Ryan White Title 1 outreach efforts*	n/a	n/a	n/a	234	532	532	532	550	HH4-4
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**Comments/Justification:** Figures reflect change in criteria for determining connection to care

**PAYMENTS TO AND FROM OTHER DEPARTMENTS**

**Department: Strategic Business Management**

(\$ in 000s)

**PAYMENTS TO BE MADE TO OTHER DEPARTMENTS FROM STRATEGIC BUSINESS MANAGEMENT**

Department(to)	Reason and Source	Confirmed?	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
Total Transfer to other Departments										

**PAYMENTS TO BE MADE FROM OTHER DEPARTMENTS TO STRATEGIC BUSINESS MANAGEMENT**

Department(from)	Reason and Source	Confirmed?	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
Finance	Salary Reimbursement	No	\$175	\$175	\$175	\$175	\$175	\$175	\$175	\$175
Metropolitan Planning Organization	Salary Reimbursement	No	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
Strategic Business Management	Ryan White - Salary Reimbursement	No	\$30	\$30	\$30	\$30	\$30	\$30	\$0	\$0
Total Transfer from other Departments			\$255	\$255	\$255	\$255	\$255	\$255	\$225	\$225

*may include capital funds as well*

SELECTED LINE ITEM HIGHLIGHTS  
Department: Strategic Business Management

(\$ in 000s)

Line Item Highlight	Subobject(s)	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Submission
Legal Notices	31410 and 21030	\$0	\$0	\$43	\$97	0	\$101	\$101	\$81
Travel Costs	31210	\$11	\$24	\$58	\$27	0	\$32	\$32	\$40
Ryan White Grant (Federal Funding)		\$25,386	\$26,693	\$25,578	\$25,983	0	\$24,026	\$24,026	\$23,999